



WAITRON TRAINING REFERENCE BOOK

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Manager's Guide to Training Waitrons

SPUR STEAK RANCHES TRAINING CENTRES

	<u>CAPE TOWN</u>	<u>DURBAN</u>	<u>JOHANNESBURG</u>	<u>BLOEMFONTEIN</u>
Tel:	(021) 462-1186	(031) 579-2566	(011) 807-6538	(051) 430-7907
Fax:	(021) 462-3726	(031) 579-2384	(011) 803-7261	(051) 430-7907

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1. OVERVIEW

This guide must be used to ensure that consistent training is being carried out within your store, to ensure that each and every waitron within our organization undergoes the compulsory 7-day, (over a 2-week period) - training period. It is imperative that all management have a full understanding of this manual's content and that they coach their waitron staff according to these performance standards on a daily basis.

2. INTERVIEW & SELECTION

● APPLICATION

When a person applies for a position as a waitron in your store, a 'Criteria Check' is to be completed with the person, the attached CRITERIA CHECK FORM is to be completed by the manager on duty, not the applicant.

The following questions are to be asked to the person in order to check they have the required criteria:

- ⇒ Have you had a job before? What did the job entail?
- ⇒ If restaurant type of job, what did you do there/ what was on the menu (ask specific question about certain menu items, e.g. what will you ask a guest if he orders a steak?)
- ⇒ Ask questions on basic beverage & bar items, (e.g. what is a milkshake, what are some of the names of our local beers?)
- ⇒ Why do you want to work here, what do you need the money for?
- ⇒ How will you get to work

This is not a formal interview, but a 5-minute chat standing in the store.

If you are happy that the person has the necessary criteria, hand the person a take away menu & set a date & time for them to write the test. You are to tell the person that if they do not achieve a 90% average you will not consider training them. If the person achieves 80% or more for the test, you may consider training them, however it gives you leeway, incase you change your opinion of that person.

If you are not happy with the person, tell them you have no positions available at present; or that they do not met the necessary requirements - as per the check sheet. Be polite, friendly & professional.

● CRITERIA FOR WAITRON SELECTION - FORM

Note: This is to be completed by the manager, not the person applying for the job. The applicant should not see this form.

Name: _____
Contact No: _____
Issued T/A menu on: _____
To write entrance exam on: _____
Manager on Duty: _____

Criteria scoring

	<u>Excellent</u>	<u>Good</u>	<u>Poor</u>
Smile & Vibe			
Speak language of guests			
Answers questions easily			
Is easy to understand			
Confident			
Clean & hygienic			
Presentable			
Trainable (test – result will reflect)			
Needs money for serious issues			
Lives with in a reasonable traveling distance			
Read & write			
Physically able to perform job			

Note: If 1 or more 'POOR' area is identified, the applicant should be rejected.

● APPLICATION & TRAINING PERIODS

Management should ensure that they only train new waitrons once a month, e.g. applicants should write entrance tests from the 25th to the 9th of each month, as the training takes place from the 10th to the 24th of each month in your store.

Scheduling training in this manner will ensure that 'training' managers only spend 4 shifts a month training vs. training a number of people individually, thus repeating the same process continually, resulting in substandard training due to managers time available to dedicate to training.

● ENTRANCE TESTS, APPLICATION FORMS, REFERENCE CHECKS

On the day the applicant passes their entrance test, they should fill in a Job application form (found on the Spur Extranet - Human Resources- Contracts), if you are still happy that the person will be an acceptable employee. Once they have filled in the application form, the manager should conduct an interview with the person - this interview should focus on the person's previous working experience & references. If you want to employ the person, the following induction info should be covered with the person, *at the end of a successful interview, before the training process begins.* (See Induction Check & info form)

If you reject the applicant after the Application form has been completed the Application Form **MUST** be returned to the person or you may find yourself in a legal battle.

● INDUCTION INFORMATION

If the following induction information & checks are covered with the potential employee (as per the attached form), your store will look professional & organized. The person will understand what will occur over the following period of time & there will be no SURPRISES!

If this process is followed, as it should be there will be minimal complaints from parents & organizations such as Man Power.

● INDUCTION - CHECK & INFORMATION FORM:

Name of applicant: _____

Date: _____

Checks & info:	Yes	No	Pending
1. Suitable references (not friends & family) - contactable			
2. Explained to applicant that they will only be accepted if references are true & correct. If references are unacceptable, the applicant is to be contacted before training commences,			
Training process information:			
Trainee is accepted for training, does not have a position in the store until all the relevant tests have been written & passed: Menu 90%, drinks 90%, Service role plays 90%, all other tests 90%			
If trainees scores below 70% for any tests, they will be asked to leave the training process. Tests will be rewritten until 90% aggregate is achieved.			
Costs during training:			
Deposits for materials: Handbook R20, Menu breakdown R_____, Service reference material R_____. All deposits will be returned to the trainee when documentation is returned to the store			
Transport is not provided.			
Meals are provided if:			
Training uniform requirements: black non-slip closed shoes, dark blue well fitted jeans, white short sleeve school or T-shirt, pencil, pen, eraser. (No logos visible on any clothing)			
Training contract signed (located on Spur Extranet).			
Payment during training is R_____			
Training schedule			
Induction Day: Date: _____ Times: start: _____ to _____			
Menu workshop: Date: _____ Times: start: _____ to _____			
Menu test: Date: _____ Times: start: _____ to _____			
Service workshop day 1: Date : _____ Times: start: _____ to _____			
Service workshop day 2: Date : _____ Times: start: _____ to _____			
1st Shadow shift - Date: _____ Times: start: _____ to _____			
2nd Shadow shift - Date: _____ Times: start: _____ to _____			
Final test & 1 st table - Date: _____ Times: start: _____ to _____			
Post training information			
Uniform requirements & deposits. R _____			
Pay structure:			
Contributions: R _____			
Shift distribution:			
Meals:			
Contracts: Offer of employment & Acceptance of employment - to be signed			

Manager: _____ (signature) I have explained the above info in detail to the applicant.

Applicant: _____ (signature) The above info has been explained to me in detail, I understand all the info contained here in & I agree to abide by this process.

Date: _____

3. TRAINERS 5-DAY TRAINING GUIDELINE

● DAY 1 - WELCOME, ORIENTATION, STORE RULES & REGULATIONS

TIME: _____ TO _____ DATE: _____

- ⇒ Complete personal details form
- ⇒ Issue trainee's waitron handbook (sign for document & hand in deposit)
- ⇒ Read through training agenda with the trainee, confirm dates & times (start & end) for each day of training. Read through, discuss and explain the trainee's objectives and job description
- ⇒ Read through the welcoming and background information
- ⇒ Read through the store overview and fill in your stores necessary information
- ⇒ Discuss general rules with the trainee, ie. hours of work and shift allocations
- ⇒ Explain the waitron training uniform, the uniform that is to be worn after training, as well as the apron content required on each shift. Explain the deposit procedure.
- ⇒ Conduct orientation tour, introduce trainee to waitrons, staff and management. Remind them of their manners & behaviors before conducting tour (all those things that irritate you & general behaviors demanded in store).
- ⇒ Allow the trainee some time to sketch the store table and sections layout
- ⇒ Discuss all safety & security issues & demonstrate any necessary procedures
- ⇒ Hand out the copies of the menu breakdown, including a copy of the menu, kiddies menu, breakfast menu (if applicable), wine list & any other menus you may utilize. Inform trainees of the following:
 - They are to take the menu breakdown & study it, 'off by heart' at home (3 days should be sufficient)
 - They are to fill in the menu breakdown in the handbook as a self-test & learn the study aid info therein, before attending the Menu workshop.
 - They may come into the store during this study period to: look at products in the sections, study the Product & Presentation manual pictures or ask general questions, if they need to do so.
 - They will attend a 1-day product workshop with yourself so you can check that they understand everything & answer any questions that they may have regarding the menu, before they write the test.
 - They will then write a full menu test, in order to stay in the training programme. They will have to achieve 70% for the test, if they would like to stay in the training programme. 90% is the final pass mark.
- ⇒ Confirm time & date for Menu workshop training day.

Note: This Session will take approximately 3 to 4 hours, taking a break every hour for 10 minutes.

● DAY 2 - MENU WORKSHOP

TIME: _____ TO _____ DATE: _____

- ⇒ Recap on Day 1 training.
- ⇒ Recap on the menu breakdown that has been studied by asking directive questions. E.g. "What would you ask a customer if he orders a garlic roll?"
- ⇒ During the recap, the following **QUESTIONS** should be asked about **each menu item**:
 - What questions will you ask the guest?
 - What will the guest receive on the plate?
 - What is the grams or size of the portion?
 - What is to be served to the table in addition to the meal: *wet wipes, bone plate, tomato sauce, mint sauce, a free steak sauce?*
 - What are common alterations requested by guests: *e.g. No beans on the Enchilada, wants chips instead. Cheddamel't Steak - wants Fillet.*
 - Is the dish suitable for Halaal, Kosher or Vegetarian guests?
 - What cutlery is served with the meal?
 - Should a sauce be offered/sold with the meal
 - Time period to prep item (especially products that take a long time: Catch of the day)
- ⇒ Demonstrations to be conducted during the Menu recap session:
 - Show the plate/glass the item is served in (show other items that will be used for the presentation of the item: skewers, sauce bowls, serviettes, straws, etc).
 - Show them the picture of the item in the Product & presentation manual or show the raw product
- ⇒ Encourage trainee to ask questions and confirm the date and time of their Menu test.

Note: This Session will take approximately 5 hours, taking a break every hour for 10 minutes.

● DAY 3 - MENU TEST DAY

TIME: _____ TO _____ DATE: _____

- ⇒ Trainees to arrive & write Hectic menu test. (Found on Spur Extranet - documents)
- ⇒ Trainer is to mark test with the trainee & question trainee on issues that were incorrect, if correct answer can then be given the correct answer is to be written in & marked correct.
- ⇒ If 70% is achieved for the test, the trainee may continue with the training programme. The trainee will have to continue writing menu tests until 90% is achieved.
- ⇒ Trainee is to be issued the detailed service procedures section of the SERVICE REFERENCE MANUAL. Trainee is to be told that they are to read the detailed service procedure manual carefully at least 3 times, as demonstrations will be conducted on each step of service & their trainer will question them on all service procedures during the Service Workshop sessions. There after role-plays will be conducted & each trainee will be evaluated according to the role play check sheets, contained in the Handbook. (Sign for document & hand in deposit)
- ⇒ Confirm the date and time of their Service Workshop training: Day 4 & 5.

● DAY 4 - TEN STEPS OF SERVICE WORKSHOP

TIME: _____ TO _____ DATE: _____

- ⇒ The steps that should be covered are; Greetings / First Visit to the Table / First Drinks/ Taking the Order & Calling on & off. As per this Service reference Manual & the Handbook.
- ⇒ Trainee to fill in the service section of the handbook during the workshop.
- ⇒ **Training process for each step of service:**

The trainer is to:

1. Recap on theory in manual by asking directive questions (all directive questions are found in the Service Reference Manual & the Handbook. All answers are found in this Service Reference manual) Cover 1 step of service at a time.
2. Demonstrate each step of service - the right & wrong way. Be clear & specific. Have all the right service equipment available.
3. Set up the role play:
 - a. Tell the actors what to act out during the role-play be reading through the relevant role -play check sheets. (Found in this Service Reference Manual & the Handbook)
 - b. Tell customers how to behave, what to order, what to do while they are being customers (they are not to be blind, drunk, stupid or difficult)
 - c. Tell the group to observe each actor & fill in the role play check sheet, as they will be providing the actor with feedback after each role play
4. Every Trainee is to act out each step of service. Trainer to coach each trainee during his or her role-play.
5. Directly after each trainee has performed a role-play, feedback is to be given to the person/actor by following the role-play check sheet. Feedback is given as follows: Tell the person: What they did correctly, what must be improved upon & what they should remember to do next time. Ensure that the whole group pays attention every time a role-play is acted out or feedback is given, as learning will take place.
 - a. Trainees are to repeat role-plays until they are able to perform according to standard.

- ⇒ Confirm the date and time of their Service Workshop training: Day 5.

Note: This Session will take approximately 6 hours, taking a break every hour for 10 minutes.

● DAY 5 - TEN STEPS OF SERVICE WORKSHOP - CONT.

TIME: _____ TO _____ DATE: _____

- ⇒ Recap Day 4's training - focusing on issues that trainees were uncertain of.
- ⇒ The steps that should be covered are: Wine Service / Delivering meals/ After Sales Service/ Desserts & coffees/ The bill/ Handling Complaints.
- ⇒ Follow the process as per day 4 of training

Note: This Session will take approximately 5 hours, taking a break every hour for 10 minutes.

NB Note: Total hours for Service Workshop = 10. If you have a 'slow' group, it would be advisable to split the training into 3 sessions of 4 hours each.

● DAY 6 - SHADOW SHIFT

TIME: _____ TO _____ DATE: _____

- ⇒ Trainee to shadow senior waitron. They are not to act as a runner/cleaner/ delivery jockey, they are to stay with the senior waitron & observe & listen to all procedures!

Definitions:

- A. Shadow shift: Following an experienced person who will demonstrate how the job should be done, while going about his/her daily functions
- B. Time in motion habits: Working smarter instead of harder, i.e. how long it takes a senior waitron to complete serving a table or tables.
- ⇒ Trainer Manager is to brief trainee & senior waitron - objectives for shift - see next heading*
- ⇒ After the shadow shift, discuss the shift with the trainee. Encourage them to ask questions and to clarify areas of misunderstanding
- ⇒ As the trainer, it is essential that you obtain feedback from the senior waitron. This allows you to have two opinions concerning the initial shadow shift. From these feedback sessions you are able to decide whether or not they should repeat Day 6 or continue onto Day 7
- ⇒ Confirm the date and time of Day 7 training.

***PROCEDURES - SHADOW SHIFT**

Brief - Senior Waitron (Snr) & Trainee (Shadow):

- ⇒ The Snr is to demonstrate all opening prep & bay cleaning duties to shadow.
- ⇒ The Senior will introduce the trainee to each table before he/she commences serving. **WHY?**
 - The guest knows who the trainee is and why they are there (manners)
 - The trainee feels more comfortable shadowing the waitron to each table

- If the guest objects to the trainee being there, they will say so
 - The guest will help the trainee and give them many insider tips as to how he would like to be served
 - The guest will ask where the trainee is, if the waitron arrives at the table without the trainee.
- ⇒ Shadow to write down all orders at the table & compare to Snr's docket book. Snr is to write their own orders down at the table.
- ⇒ Snr to demonstrate Point of Sale system to Shadow & allow Shadow to process all orders on the computer, under supervision.
- ⇒ Shadow to call on & off under Snr's supervision
- ⇒ Shadow may assist Snr while delivering or clearing items from tables
- ⇒ Snr is to demonstrate all payment procedures: credit card machine, vouchers, etc.
- ⇒ Snr is to explain Buddies Club & birthday procedures
- ⇒ Snr to constantly explain to Shadow what they are doing & why they are doing it. It is imperative to select Snr Waitrons who have good communication skills & patience.
- ⇒ At the end of the shift the Snr is to demonstrate how to complete the closing duties. How to order a staff meal. How to present cash/cheques/credit cards to the closing manager.

Note: Ensure the trainee learns during the shadow shift

Note: Trainee is to close the store on this shift & is to serve all waitrons & managers meals - for practice purposes.

● DAY 7 - FINAL TESTS & FIRST TABLE

TIME: _____ TO _____ DATE: _____

- ⇒ Trainee to complete final test: Serving training manager from entrance to exit, including all 10 steps of service, as per the role-play check sheets. All service procedures are to be exercised as per Service Reference Manual. Trainer = customer / Trainee = waitron

Note: Trainee is only to be allocated a table if he/she performs all service procedures according to role-play check sheets. If not, shadow shift is to be repeated.

- ⇒ Trainee is allocated one table (in senior waitrons bay) close to the kitchen in a busy area
- ⇒ Trainee is to be supervised & coached throughout their shift
- ⇒ After the shift, the waitron's performance is reviewed and feedback is obtained from the trainee and the senior waitron
- ⇒ If the waitron has been successful, he can be allocated shifts.

NOTE

All trainees who will be working their first shifts must only be allocated 1 to 2 tables for their first week. As the trainer, you are responsible to monitor their performance. It is recommended that a feedback session be carried out after each shift, for the first week. The trainer can then allocate more tables or let the waitron carry on with his original quota, until he is ready for more tables.

4. TEN STEPS OF SERVICE WORKSHOP - REFERENCE BOOK

● INTRODUCTION

- ⇒ Welcome the group to the training session
- ⇒ Introduce yourself and explain your previous relevant experience
- ⇒ Allow the group to introduce themselves. Using a method of introduction of your choice, eg. regular or interview method.

Advise the group of the following:

● HOUSEKEEPING RULES

- ⇒ Course duration
- ⇒ Breaks - how often and when
- ⇒ Workbooks / Handbooks - how they should be used and inform them that it is to their benefit, that they take notes
- ⇒ Where to locate the toilets
- ⇒ Explain the refreshments and meal arrangements
- ⇒ No cellular phones or smoking are permitted during the sessions
- ⇒ Their participation is welcomed
- ⇒ They should ask questions for clarification
- ⇒ They should indicate if there is anything that they do not understand
- ⇒ They will be carrying out role-plays after each section has been covered.

NOTE:
**GO THROUGH THE COURSE AGENDA WITH THE GROUP AND
EXPLAIN THE OBJECTIVES TO THE CANDIDATES**

● OBJECTIVES

Once you have completed this training course, you will be able to practice
THE 10 STEPS OF SERVICE, as you will:

- ⇒ Understand the importance of creating an initial good first impression and how that first impression carries through your entire service procedure
- ⇒ Identify guest's needs and requirements
- ⇒ Check for bookings
- ⇒ Greet and seat your guests, as well as assist with their bags and coats
- ⇒ Escort guests to a suitable waiting area
- ⇒ Present menus and inform the guests of specials, unavailability's & alternatives, prices, wines and nibblers on your first visit to the table
- ⇒ Advise guests on menu choices to meet their needs
- ⇒ Understand why the initial drink is so important
- ⇒ Have a full understanding of the effect your wine service has on your guests
- ⇒ Take the wine and food orders correctly
- ⇒ Give accurate information on individual wines and dishes
- ⇒ Successfully transport, present, open and pour the wine according to traditional wine service etiquette
- ⇒ Transport glasses correctly as well as serve other drinks
- ⇒ Become familiar with Spur jargon as well as our calling on and off system
- ⇒ Recognize the difference between your responsibilities and the setter's responsibilities
- ⇒ Carry 3 plates correctly and place dishes correctly in front of your guest
- ⇒ Understand the meaning and importance of After Sales Service
- ⇒ Recommend desserts and coffees to your guest and know the correct way in which we present coffee and tea to our guests
- ⇒ Successfully deal with unexpected situations according to Spur's organizational requirements:
 - *Booking errors*
 - *Difficult guests and complaints*
- ⇒ Understanding the importance of the correct timing and presentation of a bill.

<p style="text-align: center;">NOTE: YOU WILL LEARN TO CARRY OUT ALL WORK IN AN ORGANIZED AND EFFICIENT MANNER, ACCORDING TO SPUR CORPORATION ORGANIZATIONAL REQUIREMENTS</p>

● GREETING AT THE DOOR

TRAINERS EQUIPMENT FOR DEMONSTRATIONS

Main Menu, Crayons, Activity Sheet, Indian Party Hats, Dessert & Kiddies Menus, Wine List, docket book, pen.

THE FIRST THING THAT YOU WANT TO CREATE IS A GOOD FIRST IMPRESSION.

Q. *What is the result of a good first impression?*

A good first impression causes the guest has a positive, relaxed attitude towards the store & its staff because he was treated in a professional & friendly manner. He wants to utilize your business because it looks clean, hygienic & organised.

First impressions are lasting, so it is vitally important that we give our potential guests an excellent impression.

Q *How can you create this initial impression?*

Concentrate on your verbal communication skills and your body language. These are the first things your guests will see & experience; therefore ensure they are positive.

Always open the door for the guests. If this is not applicable in your store, then approach the guest, by moving towards them. You are the host in every situation, so smile, welcome them & help them.

Guests entering the store must be acknowledged within 5 seconds and be attended to within 15 seconds.

Q *What is the difference between acknowledging and attending to a guest?*

When you acknowledge a guest, you either nod & smile at them or give them eye contact and inform them that they will be attended too. Even though we haven't served them or seated them, the guest is aware that we have seen them and through the acknowledgement they will understand that they might have to wait for a short time for service. If we do not acknowledge the guest, they will no doubt become annoyed and upset. When you attend to a guest, you serve them or assist them immediately. Greet your guests with a smile in your voice and with a smile in your eyes, greet them like old friends. This automatically makes them feel important and comfortable. And this shows your sincerity.

Q *How should you not stand at the front door?*

- ⇒ Never stand with your arms folded (hugging menus).
- ⇒ Never lean against walls, doors, and cash desks.
- ⇒ Never stand with your back to the front door or your tables.

(Demonstrate to the group)

Q *Why -what kind of impression does this create?*

Negative. Uninterested. Unprofessional. Lazy. Bored.

Q *How should you stand at the door?*

By standing with an open body, holding the menus at your side, in 1 arm (*Demonstrate to the group*) - the guests who enter our premises will feel welcome and comfortable.

They will also feel that they have made the right decision by choosing our store, they will be confident that they will indeed have a great time and that their hard earned money is in good, professional hands.

HOW SHOULD YOU GREET A GUEST?

"Good morning/afternoon/evening, welcome toSpur."

Q *How should one not greet guests?*

To maintain our professional image, it would be unacceptable to greet guests using slang language, eg. *"Howzit Oaks"*

Q *How should children be greeted at the front door?*

Children should always be given an extra warm welcome. You may even go down to their level. Ask them if they would like to carry their own menus or give them a balloon.

Children very often are the ones who make the decision as to where they would like to eat out. Children are our VIP guests, and should be treated as such right from the start of their visit. Children are our guests of the future.

CHECK THE NUMBER OF GUESTS IN THEIR PARTY

If your store takes bookings, ask them if they had made a reservation. Check the reservation's book to confirm the reservation and identify whom the server is.

If your store does not take bookings, you must always remember to enquire from your guests as to the number in their party. Try something different, make a statement.

eg. *"Good evening sir, welcome toSpur,
will it be the two of you this evening?"*

or

*"Good afternoon, welcome toSpur, Party of five, will there be anyone
else joining you?"*

If the guest has made a booking, eg. Kiddies birthday party. The following important information should be noted:

- ⇒ The correct number of guests and any special seating arrangements, ie. the children need to be seated at a different table from the adults, or there is a disabled person in a wheelchair and an accessible table is required
- ⇒ The guest may have requested a special meal, eg. Vegetarian, Kosher, Halaal, etc. or they may have pre-arranged a set menu *(Please note that this will be allowed at the management's discretion only)*
- ⇒ The waitron serving this party should be informed on any special requests. This will automatically avoid any confusion and allow the guests to enjoy their dining experience.

Q *What do you do if there is a booking error?*

Call the manager or supervisor on duty immediately. Do not try to sort out a problem that is beyond your control. The manager will sort out the error.

Q *What if a large group of 15 or 20 people walk into the restaurant and request a table?*

Ask the party in a polite manner to wait, while you organize a table to suit their requirements.

SMOKING OR NON-SMOKING

Use your initiative. Try to see if anyone in the party is carrying a lit cigarette or is carrying a box of cigarettes in their hand. One can even see a box of cigarettes showing through a top pocket of a white shirt. Instead of asking for their preference, make a statement. "Table for two - smoking" and you will notice how impressed your guests will be.

Remember never assume, if you cannot see that they are smokers, always ask whether they would prefer smoking or non-smoking

NOTE:

**WITH THE NEW TOBACCO REGULATIONS, YOUR STORE WILL HAVE AN
ALLOCATED NON-SMOKING AREA OR BE COMPLETELY NON-SMOKING**

TAKING CHARGE

You should never allow guests to float aimlessly through the restaurant, it is your responsibility to guide them to their designated table. Always ask the guest to follow you & lead them to a suitable table

WALKING

- ⇒ Walk at the pace of your guests. This gives you a great opportunity to develop a relationship with your guests
- ⇒ Walking a head of them, shows that you are uninterested and gives off an uncaring and rushed attitude
- ⇒ Always chat with the guests, if you know their names, greet them using their name, ie. *"Good evening Mr/Mrs Smith, great to see you again."*
- ⇒ This time allows you to point out the salad valley, etc.
- ⇒ Help your guests carry bags, coats, etc. Let the children carry their own menus to the table. This will also give you an opportunity to point out certain features in the restaurant, eg. stairs, toilets, a tiled area that could become slippery when wet.

SEATING

- ⇒ **Never** dump the menus on the table and walk away. Stand back and allow the guests to seat themselves. If there are free standing chairs, pull one out
- ⇒ Always ask the guests if the table is suitable. If the guests are not happy with the table, offer an alternative table. If there are no other tables available, due to the store being full, inform them that the minute another table becomes available they can be moved
- ⇒ Never force guests to sit where they are uncomfortable, as it will be a bad start to their dining experience
- ⇒ When seating guests we want to ensure that they are as comfortable as possible so they will enjoy their evening and return to our store in future. Therefore, never try and squeeze five people into a four seater, talk to them
- ⇒ If there is a baby in the party, always offer the guests a baby chair. Remember to position the chair in a safe area and not in a walkway. Always attempt to position another chair under the seat
- ⇒ When seating guests that have pre-booked, ensure that all their requests have been successfully dealt with. If not, inform the manager immediately and ensure the problem is rectified.

HANDING OVER MENUS AND THE WINE LIST

- ⇒ Do not put the menus in a pile on the table. Hand each menu out individually, ensure that the menu is the right side up with the Spur logo facing the guest. Whenever possible hand the menu to the guest from the right-hand side
- ⇒ Children should always be handed their menus first, next the ladies in the party, then the gentlemen and finally the host who also gets the wine list. You could pose a question to the entire table, *"Who would like to see the wine list?"* The person who takes it from you will most probably be the host

THE FOLLOWING MENUS ARE AVAILABLE AT SPUR STEAK RANCHES:

- ⇒ **Main menu:** Available to all except during breakfast times
- ⇒ **Kiddies menu:** for children under 12 years of age only
- ⇒ **Braille menu:** This menu is provided for our blind guests. It is exactly the same as the main menu
- ⇒ **Pensioners menu:** This is available in selected stores for people over 60 years of age.
- ⇒ **Lunch Break menu:** Available in selected stores at lunch times only.
- ⇒ **Students menu:** Available in selected stores, for students with student I.D.'s
- ⇒ **Wine list:** Available to persons over 18 years of age. If a guest looks under age, it is your responsibility to request identification from them. If they refuse, it is your responsibility to inform a manager.

As you can see you only get one chance to make a good first impression. It is your foundation on which you will be "building" the rest of your service steps. By creating a good first impression and building strong foundations it makes you, the waitron, more confident and comfortable in your service procedures. With a weak foundation and a bad first impression, you will be struggling throughout your entire service procedure, working extra hard to turn your guests around.

The guest has made up his mind about you and your store, almost immediately, is it a good or bad impression? Trying to alter somebody's mindset is very difficult, especially if they have a bad impression, the first stage of service is the most crucial as it sets the tone for the balance of the drama to follow. What must follow is "great entertainment".

"Prevention is better than cure"

Q. *What if you have seated a table, but it is not in your bay; what do you say to the guests?*

"Mary, your waitron will be with you right away."

Q. *Why do we introduce the other waitron? Why do we tell the guests?*

If you seat the guests, they will automatically think that you are the waitron. If you just walk away from the table, the guests will start feeling neglected or think that you are being rude. You should always inform the guest as to what is going on, they are entitled to know and will start to relax.

Q. *The table gives you their drinks order, it is not your table, what do you do?*

- ⇒ Never reject their order. Write the order down, in the same manner as if it were your table. Inform the table that their waitron, Mary will be with them now, and tell them that you will relay their drinks order to her. Please do not forget to communicate the order to the table's waitron
- ⇒ You need to find out what your store policy is regarding offering drinks or taking a drink order from a table that is not in your bay.

Q *There is a wait for a table, what do you do?*

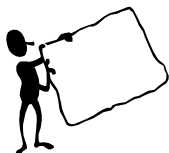
When the store is running a queue, a manager will be at the door controlling the table flow. It is important to note however, that the guest at the door is never to be left waiting with no one in attendance. On a wait, there are a few pointers, which will help you see what is expected from you. It also shows how the manager runs the queue on a busy evening/afternoon.

- ⇒ Always take the guests name, the number of guests in the party & if would they prefer a smoking or non-smoking table. Remember to write this important information on the store's queue sheet
- ⇒ If your store has a bar area, use it as a waiting area
- ⇒ Inform the guest of an *estimated* waiting time, but also tell them that you will seat them the minute their table is ready
- ⇒ Explain seating numbers, eg. Seating a table of 2 first, when your table of 8 have been waiting longer
- ⇒ When the guests are ready to be seated, assist them by carrying drinks and coats to the table.

Q. *What should always be available when people are waiting in a queue?*

- ⇒ A drinks table, commonly known as queue wine
- ⇒ This encourages them to sit out the wait, as they now have something to occupy their time.

NOTE



Remember you are wanting to maintain that first impression, guests are the most important people in our business and our goal everyday is to create repeat and regular guests.

**PRACTICAL EXERCISES
(ROLE PLAY)**

- ⇒ Once this first step has been completed, the group needs to practice their newly learnt skills
- ⇒ It is imperative that you, the trainer, allow the candidates to put their theory into practice
- ⇒ Please refer to your "Role Play Scene Setters" on the contents page of this reference book to find the info. This will assist you in successfully completing the role-play on **"Meeting, greeting and seating the guest"**
- ⇒ At the back of the candidate's workbook are feedback sheets, which need to be filled out by the trainer & the trainees during the role-play.

NOTE

Do not forget to give feedback at the end of the role-plays. It is important that you instill good habits into the candidates and that their mistakes are rectified a.s.a.p.

● FIRST VISIT TO THE TABLE

Q. How to greet the guest?

- ⇒ Greet the guest and introduce yourself, "Good afternoon, welcome, I'm Sam & I'll make sure you have a wonderful time!"
- ⇒ When guests are on a first name basis with their waitron, they feel a lot more comfortable and they feel at home. You as the waitron become a lot more approachable
- ⇒ It also prevents you from being called, "Hey you" & it easier for them to call you if need be.

Q. How not to greet the guest?

"So, what can I get you?"

- ⇒ You or your fellow team member have just created the most awesome first impression at the door, and in 2 seconds you crushed it, by going up to the table and saying:
You should always be smiling and point to your name badge, so that they can read your name, as well as hear you say it

Q. What happens if your guest cannot speak in your language?

Most guests will appreciate your effort to communicate with them in their own language even if your skills in that language are very basic

- ⇒ Determine the language your guests speak by listening to their conversation or by asking them which language they speak. If possible, greet and deal with the guest in that language
- ⇒ If you are faced with the challenge of serving guests who do not speak your language at all and you are unable to speak their language:
 - *Find another staff member who is fluent in the guest's language and may act as an interpreter*
 - *Keep your normal procedures in mind and make the guest feel welcome with a smile. Use non-verbal communication to help the guest or to find out their needs*
 - *Use body language, gestures, pointing, and shaking or nodding of the head*
 - *Speak English; even people with no English know one or two words so use a few words they know otherwise the encounter is unnaturally silent. Also your voice itself conveys a meaning, ie. your voice rises when asking a question*
 - *Do not shout at the guest or raise your voice because they are unable to speak English, your guests are not hearing impaired!*
 - *Use your Product and Presentation Album, by showing them the various pictures. This will assist the person in ordering the correct meal*
 - *If all the above fails, call your manager for help*
 - *Remember to always be warm, good natured and **PATIENT!***
- ⇒ Besides introducing ourselves to our guests, it is important to inform them of certain crucial information before leaving the table, ie. unavailables, alternatives, specials and prices

- ⇒ Guests may have special dietary requirements and they may have some questions for you regarding the specific menu items. Always relay this information as soon as possible to avoid disappointment, confusion or uncertainty. Details in section 8.

UNAVAILABLES / ALTERNATIVES

It is imperative that you inform the guest of what is unavailable on the menu. This should be done immediately, so that it prevents the guest from choosing a dish or beverage, which is unavailable and in turn wastes their time. By giving the guest an alternative, a suitable replacement for the unavailable item, it changes the focus from a negative situation to a positive situation.

eg. *"Unfortunately we do not have the Chicken Kebabs this evening, but I highly recommend the Ranch Chicken, it comes with a choice of Spur chips, baked potato or rice and onions."*

If there is a particular beverage that is unavailable, ensure that you let the table know before taking the drinks order.

Q. *What happens if you are unaware of an out of stock item and the guest orders that drink or food item?*

The minute you discover that the food item is out of stock, you need to inform the guest immediately. Apologize for the inconvenience and automatically provide him/her with a menu.

Ask the guest to make an alternative choice. While he is making that decision you may give him advise on a suitable replacement. Always remember that the guest must be in control of his/her choice, never ever force them to choose your suggested item.

If you happen to take the drinks order and then discover that the item is out of stock, look to see what the best alternative could be, eg. Nederburg Stein is unavailable, then the next best choice would be Grunberger Stein. Take this alternative to the table immediately.

Instead of asking the guest to select a different item present him/her with your choice and explain to the guest that their first choice was out of stock. Apologize for the inconvenience and ask the guest if he/she is happy with the replacement. The guest should be happy that you used your initiative and saved them time. Ensure that you always take the alternative beverage to the table unopened, just in case they are not happy with the replacement item.

SPECIALS / PROMOTIONS AND PRICES

Our Marketing Department organizes specials/promotions on a regular basis. These promotions are advertised on national television and on radio stations. Many of our guests visit our stores due to these advertising campaigns and the 'promises' we have made to them through these adverts.

It is your duty and responsibility to promote these specials and inform our guests about these promotions, their content and their prices before they make any menu decisions. Guests that notice specials after they have ordered or eaten, feel cheated and betrayed. You as a waitron will often loose your T.I.P if you fail to inform your guest of these promotions.

WINE LIST

Why must you remove the wine list after taking the initial drinks order?

A signal to the manager that the table has been attended to & a drinks order has been taken.

DRINKS

How to take a drinks order?

Repeat the guests order, ask any relevant questions (Coke - regular or large) & write the order down.

KIDDIES

- ⇒ The kiddies drinks and food order should be taken immediately or as soon as possible. By keeping the kiddies happy, you keep the parents happy
- ⇒ ASAP, ensure kiddies are handed balloons, activity sheets and crayons to keep the children entertained and busy

Q. Who is in charge of the kiddies safety? The Buddie minder

- ⇒ If kiddies leave the table ensure that the 'Buddie Minder' takes them to the play area.

NIBBLERS

It is also a good idea to offer the table an initial nibbler together with the drinks. This performs the same function as the first drinks do.

eg. *Spur Ribs, cut up into easy to handle pieces*
 Garlic Rolls
 Skewers of mushrooms
 Salads

Note: Trainer to demonstrate the 'First Visit to the Table'

PRACTICAL EXERCISES (ROLE PLAY)

- ⇒ Once this first step has been completed, the group needs to practice their newly learnt skills
- ⇒ It is imperative that you, the trainer, allow the candidates to put their theory into practice
- ⇒ Please refer to your "Role Play Scene Setters" on the contents page of this reference book. This will assist you in successfully completing the role-play on "**The first visit to the table**"
- ⇒ At the back of the candidate's workbook are feedback sheets, which they need to fill out during the role-play.

NOTE:

**DO NOT FORGET TO GIVE FEEDBACK AT THE END OF THE ROLE-PLAYS.
IT IS IMPORTANT THAT YOU INSTILL GOOD HABITS INTO THE CANDIDATES AND
THAT THEIR MISTAKES ARE RECTIFIED A.S.A.P.**

● FIRST DRINKS

TRAINERS EQUIPMENT FOR DEMONSTRATION

We suggest all trainees today have an empty bottle of wine filled with water, with a cork and a waitrons friend. Show the range of glasses and use these during discussion.
Straws, ice bowls, trays, side plates, Ice Bucket, Service Cloth, and Serviettes.

Q. *Why are the first drinks so important?*

The speed at which the first drinks order is taken and delivered to the table is very important. By serving the drinks as quickly as possible (within 2 minutes) you accomplish 2 things:

- ⇒ You keep the guests occupied, happy and they start to relax
- ⇒ More drinks can be ordered later on. This will automatically increase your guest's average spend per head & hopefully your tip.

Q *What is the legal age in South Africa for a person to drink alcohol?*

- ⇒ The legal age is 18 years of age. However, if the person is under age, but they are with their **parent** or **legal guardian** they are then allowed by law to drink alcohol in the restaurant.
- ⇒ The parent or guardian has taken over complete responsibility for that underage person.
- ⇒ It is your responsibility as the waitron to request identification from guests who you think or know is under the age requirement. You maintain that right, not to serve under age guests or guests that cannot supply identification.

GLASSES

Cleanliness:	Glasses should always be clean, preferably steam-cleaned. They should never have fingerprints on them. Polish them with a clean cloth.
Transporting:	Glasses should be handled as little as possible. Glasses should be carried by the stem or the base. This policy is the same for both clean and dirty glasses. Glasses should always be carried on a tray.
Placing:	When placing a glass on a table, always hold the glass at the base or stem and place it in front of the guest on the right hand side, near the middle of the table.
Clearing:	Hold the glasses in the correct manner, when clearing. Clear onto a tray, but never overload. Dirty glasses are treated in the same manner as clean glasses.
Size:	If you are taking similar drinks to the same table eg.. Wine/beers/sodas. Always ensure that the glasses are the same size.

Trainer's notes: (Demonstrate)

How to: transport, place and clear glasses correctly.

● WINE SERVICE

Q. *Why is wine service so important?*

- ⇒ The procedure as a whole should always be done professionally; it shows respect to the guest & the guest feels important.
- ⇒ The price of the wine should never influence your level of wine service. One should always serve a bottle of Tassies and a 1986 bottle of Nederburg Cab in exactly the same manner
- ⇒ It allows the waitron to show off his talents.

TAKING THE WINE ORDER

Q. How do you take the order?

1. When taking an order, it is always polite to take the ladies first.

<u>Writing it down.</u>	Where?	Bottom of docket book.
	Why?	Will not forget it.
2. Read the order back to the guest.
3. Enquire as to how many glasses are required.
4. Thank the guest for his order.

 **NB: Spurs do not charge a corkage fee**

We will cover "*Taking an Order*" in further detail, later on during this training workshop.

TRANSPORTING THE WINE GLASSES

- ⇒ Before allowing the guest to use a glass, it is your responsibility to check the glass for certain things:
 - *Chips*
 - *Fingerprints, lipstick stains*
 - *Correct glass for the type of drink & same size.*
- ⇒ Always carry the glass by the stem or on a tray. *(Trainer to demonstrate to the group)*

Q. *Where do you place the glass on the table?*

- ⇒ Right hand side.
 - ⇒ Above placemat.
- OR for large tables, where you cannot reach the guests
- ⇒ Place glasses in a row at the edge of the table, once you have poured the wine – hand the glasses down the table, ONLY for large groups.
- (Trainer to demonstrate to the group)*

TRANSPORTING THE BOTTLE

Q. *How?*

Always carry the bottle in the "cradle" position - label to be displayed. (*Trainer to demonstrate*) Bottles of wine are not to be transported on trays. Trays are used to transport the glasses and ice bucket.

Q. *Why?*

Doesn't disturb the wine.
Won't knock anyone, or fall off the tray.

PRESENTATION OF THE BOTTLE

Q. *To whom?*

The host, or the person who ordered the wine.

Q. *How?*

Stand right next to the host, with the wine in the "cradle" position. The label should be facing the host. (*Trainer to demonstrate presentation procedure*)

Q. *Why?*

The wine bottle is presented for a number of reasons:

- ⇒ To show the host that the wine bottle is still sealed
- ⇒ By presenting the bottle "label up" the host can confirm that it definitely was the bottle that he ordered
- ⇒ The host can check the temperature of the bottle
 - ✓ Ideally white and rosé wines should be between 5 - 8°C
 - ✓ Red wines between 16 - 18°C = room temperature

Note: South Africa has a very warm climate, therefore our room temperature and overseas room temperature is completely different. Therefore guests may require an ice bucket for their red wine or they may request a bowl of ice.

OPENING THE BOTTLE

It is Spur spec to open a wine bottle using a waitron's friend. (Use opener to show parts)

There are 3 parts:

- ⇒ Knife
- ⇒ Screw
- ⇒ Lever

Q. *Where in the restaurant do you open the bottle of wine?*

- ⇒ On an unoccupied table, insight of the table and host. OR
- ⇒ Right in front of table, balancing the bottle on your thigh.

Q. *Where on the bottle should you open it?*

- ⇒ Cut the lead seal cleanly and neatly (*Demonstrate procedure to trainees*)
 - ✓ Red: *Below the collar*
 - ✓ White: *Above or below the collar*
- ⇒ Never use a steak knife to cut the lead seal
- ⇒ Wipe the top of the cork with a clean cloth to remove dirt and sediment before opening
- ⇒ Center your corkscrew so the cork can be drawn out firmly, but evenly. Place the lever on the neck of the bottle.
- ⇒ Holding the bottle firmly, turn the corkscrew into the cork in a clockwise direction - just before the bottom of the cork. ($1 + \frac{1}{2}$ twirls of the screw should still be showing above the cork). This prevents the screw from breaking the bottom of the cork. It also allows the lever to fit comfortably on the neck of the bottle
- ⇒ Hold the lever in place using the side of your index finger
- ⇒ Withdraw the cork gently and avoid any popping sounds
- ⇒ Wipe the mouth of the bottle to remove sediment and dirt.

Q. *Where should you not put the bottle during the opening process?*

- ⇒ Between your legs or feet.
- ⇒ On the table that your guests are sitting at.
(*Demonstrate to the group*)

Q. **Why is the cork presented to the host?*

- ⇒ If the cork is very damp it may be an indication that the wine is off.

Q. *Why should you not throw the cork away?*

- ⇒ If your guests do not finish the bottle, they can replace the cork and take it home with them.

POURING THE WINE

1st: The host. The person who chose the wine. Pour to taste approximately 1cm (a mouthful) into the glass.

Why? They chose it; therefore they must approve of it's quality, is it still 'fresh'.

Pour a little wine into the host's glass (the person who has ordered the wine) about 2 cm and wait for approval. He/she may swirl the wine to release its ether, hold it to the light to check clarity and sniff its bouquet. The host tastes the wine to check that the temperature and quality of the wine is good (that it is not off), not to decide if he likes the taste.

Once the wine has been approved, begin to pour for the rest of the table.

2nd: First ladies on the host's right; continuing with the rest.

3rd: Males.

Last: Go back to the host & fill the remainder of his glass.

Q. *How much do you pour into each glass?*

Red: $\frac{1}{2}$ a glass.
White: $\frac{3}{4}$ of the glass.

Dinkies: $\frac{1}{2}$ the glass. Always leave some wine in the bottle. Allow the host to pour the remainder.

Big tables: Pour $\frac{1}{2}$ a glass for each person, if they have only ordered 1 bottle of wine, ensure each guest receives some wine. Place all the glasses in a row at the head of the table. This allows you, the waitron to pour and divide up the wine equally between the guests. As some of the guest's wine glasses may be difficult to reach.

HOW TO POUR WINE INTO A GLASS (DEMONSTRATE)

Always hold the bottle in such a way that the guests may see the label.

The correct procedure is to pour from the right hand side. However, if the table is a shoe, it is easier to pour from the side of the table.

Steps

1. Pour & tilt neck upwards
2. Lift and hold (the bottle must be held over the glass bowl, to prevent spillage)
3. Twist (twist the bottle over the glass bowl)

NOTE

THE ABOVE IS THE CORRECT WAY TO POUR WINE AND SHOULD BE FOLLOWED WHEREVER POSSIBLE. IF FOR EXAMPLE WHEN SERVING LARGE GROUPS THE RULES BECOME DIFFICULT TO FOLLOW BE PREPARED TO ADAPT THEM.

Q. *What should you not do when pouring wine into a glass?*

- ⇒ Rest the bottleneck on the rim of the glass bowl
- ⇒ Lift the glass.

Q. *When do you lift the glass?*

You may only lift a glass when you are pouring champagne or sparkling wine.



NEVER!

- ⇒ Stretch over guests to pour wine without saying, "excuse me."
- ⇒ Hold a bottle by its neck.
- ⇒ Put your fingers into the bowl of the glass.

Q. Once you have finished pouring the wine, where would you place the bottle?

- ⇒ The red wine bottle is placed on the right hand side of the host's wine glass, label facing him/her
- ⇒ The white wine bottle is placed in the ice bucket, which is placed next to the host, or in easy reaching distance for the host and waitron
 - ⇒ Serviettes are to be placed in front of the ice bucket to enable the host to wipe down/off the moisture on the bottle.

Q. Why do you top up wine glasses during service?

- ⇒ It leaves you with an empty bottle and thus you can sell them another bottle which will increase your guest's average spend
- ⇒ It is a form of after sales service. You must maintain that high level of consistent service, throughout their meal. You will earn a better tip

THE SECOND BOTTLE OF WINE

Q. How do you ask your guest if they want another bottle of wine?

"Sir/Mam, your wine has come to an end, would you like me to bring you a new bottle or would you like to choose a different bottle?"

(Pause)

"In that case I can bring you the wine list."

Q. What procedures are carried out with a new bottle of the same label?

- ⇒ A new tasting glass must be presented to the host
- ⇒ Always ask the table if they would like new "fresh" wine glasses.

Q. What procedures are carried out with a different bottle/label of wine?

Fresh, clean glasses are automatically delivered to the table.

ICE BUCKETS

Q. Where should ice buckets be placed?

As close to the host as possible. If it obstructs traffic, place it in reaching distance of the host and waitron. If your store has "hook-on" ice buckets, you need to warn your guest that you will be attaching it to the table.

Q. How should an ice bucket be presented?

- ⇒ Ice bucket should always be wiped clean of any stains as part of your duties when coming on shift
- ⇒ Freestanding ice buckets should be placed on a Spur logo plate with serviette (*this prevents the bucket from slipping from the condensation*)
- ⇒ Ice buckets that hook onto the table should be sturdy enough to not "unhook" itself.

Q. Recipe for an ice bucket.

- ⇒ 1 big scoop of ice blocks
- ⇒ $\frac{1}{2}$ water
- ⇒ Never fill to the top of the ice bucket.

Why?

- ⇒ If you fill the entire bucket with ice, the bottle of wine will sit on top of the ice and will not chill.
- ⇒ The bottle should always slide into the bucket.

Q. How is a bowl of ice presented?

Side plate, Spur napkin, a bowl and 2 spoons. Not a glass with a spoon stuck in the side
(Trainer to demonstrate to the group)

PRACTICAL EXERCISES (DEMONSTRATION AND ROLE PLAY)

To successfully train the candidates on how to serve wine correctly, they need to learn by doing.

Throughout this training session you should be demonstrating each step. The candidates should be demonstrating with you. Therefore prior to the training session each candidate should be informed to bring an empty wine bottle, cork and waitrons friend to practice their newly learnt skill. In this way you, the trainer will be able to see that the group is learning.

Once the training session is complete, the group needs to practice in the form of a role-play.

Please refer to your "Role Play Scene Setters" on pages 94 -96 of this reference book. This will assist you in successfully completing the role-play on "**Wine Service**."

At the back of the candidate's workbook are feedback sheets, which they need to fill out during the role-play.

NOTE

DO NOT FORGET TO GIVE FEEDBACK AT THE END OF THE ROLE-PLAYS. IT IS IMPORTANT THAT YOU INSTILL GOOD HABITS INTO THE CANDIDATES AND THAT THEIR MISTAKES ARE RECTIFIED A.S.A.P.

● SERVING OTHER DRINKS / WHAT IS...?

OPENING CANS/TINS - POURING BEERS

- ⇒ All **cans and tins** are to be opened at the table in front of the guest. This reassures the guest that we are selling them "fresh" products
- ⇒ Always ask permission to **pour beer**. If granted, pour half and place the bottle on the table, label facing the guest next to the glass. This allows the guest to determine the size of the head they prefer. (Beers -chilled glasses)

(This would be a great opportunity for you as the trainer to run through (recap) the exercise in the waitron handbook which questions them on all the local, imported and draft beers in their specific store.)

GLASSES OF WINE

If guests are ordering wine by the glass always pour a full glass of wine. The rule for pouring $\frac{1}{2}$ a glass and a $\frac{3}{4}$ glass of red and white wine respectively will only be adhered to if the table has bought a bottle of wine.

CARAFES / DINKIES

- ⇒ Dinkies of wine - screw top, serve as per a regular bottle of wine
- ⇒ Carafe - wine jug, used for holding mixers, eg. soda water.

POURING SPIRITS AND MIXERS

- ⇒ Spirits are served in a long glass with ice (1 tot = highball, 2 tots = zombie). The mixer, eg. soda should be served separately in either a carafe or a tin
- ⇒ Cordials, eg. lime, cola-tonic, passion fruit = 1 tot. These should be added after the ice and mixer is in the Zombie glass

(Recap on exercises in waitron hand-book which deal with the various spirits and liqueurs in their specific store)

LIQUEURS AND COCKTAILS

- ⇒ Liqueurs are alcoholic beverages, which are enjoyed before or after a meal
- ⇒ Liqueurs are served in special liquor glasses or as we commonly know them as sherry glasses
- ⇒ Small amounts are served due to the fact that they are relatively sweet beverages
- ⇒ Cocktails can be alcoholic or non-alcoholic beverages

SPARKLING WINE

- ⇒ For presentation of sparkling wine - see rules for presenting wine
- ⇒ The method of presenting and serving champagne/ sparkling wine is the same as for normal wine, however the opening of the bottle is different* & the glass is to be lifted & tilted when pouring
- ⇒ *Hold the bottle firmly in your left hand, with your thumb pressing on the cork. Point it away from the guests

- ⇒ Remove the foil and the cage (place in your pocket) keep holding the cork with your thumb. By releasing the cage, the cork could "pop" out of the bottle without warning
- ⇒ Take a clean service cloth in the palm of your right hand and use it to cover and firmly hold the cork
- ⇒ Hold the base of the bottle with your left hand and twist the bottle and cork in opposite directions to loosen the cork. When you feel the pressure forcing the cork out, gently ease the bottle away from the cork, try to prevent popping sounds or spillage
- ⇒ Place cork in your pocket
- ⇒ Ensure glasses are close at hand as the wine is lively and tends to surge out the bottle
- ⇒ Pour slowly whilst tilting glasses (holding by the stem)
- ⇒ When pouring, the bottle may be held with the thumb in the punt (the indentation at the base) with the fingers spread out to support the body of the bottle or held as a normal bottle of wine. Ensure that the label is always facing the guest when pouring
- ⇒ Serve well chilled; (Place in an ice bucket to maintain temperature). A supply of napkins should be stacked next to the ice bucket to prevent water from spilling on the table when removing the bottle from the bucket.

EXTRA INFORMATION

- ⇒ **Diet cola's** served with a slice of lemon.
- ⇒ All sodas are served with a $\frac{1}{4}$ glass of ice and a Spur wrapped straw
- ⇒ **Cinzano, Sherries and Ports** are served automatically as double tots.

Q. Why do you use a metal ice scoop to scoop ice into a glass?

- ⇒ Metal will not crack like glass, this prevents you from "trashing your ice well" with glass, which can be dangerous if the glass lands up in your guest's glass of soda

Q. Why don't you serve ice with mineral water?

- ⇒ By serving ice, you are defeating the whole object of drinking "bottled" water. You might as well drink tap water
- ⇒ Mineral water is poured in the same way as beer, ie. only pour $\frac{1}{2}$ the contents into a wine glass. Ask the guest if they would like a slice of lemon in the glass

Q. Why should we always serve our straws closed?

- ⇒ Hygiene reasons
- ⇒ Somebody will be drinking out of that straw, they do not want the waitron touching it before they put it in their mouth
- ⇒ **Never** carry straws in your apron or back pocket for the same reason. Straws are to be transported on the tray with the drinks.

Q *How do you carry a tray correctly?*

- ⇒ Place one hand under the base of the tray; allow your fingers to stretch out evenly, this will create an even distribution of weight onto your hand
- ⇒ When placing items onto a tray, spread them out evenly, to prevent the tray from becoming unevenly balanced
- ⇒ Never carry the tray against your body. Your arm should always be away from your body
- ⇒ Your free hand is used to:
 - *Open doors*
 - *Pick up and drop items off.*
 - *Prevent people from walking into you.*

(Trainer to demonstrate to the group)

WHAT IS...?

- ⇒ **Spritzer**
 $\frac{1}{2}$ dry white wine + $\frac{1}{2}$ soda water + ice
- ⇒ **Rock Shandy**
 $\frac{1}{2}$ lemonade + $\frac{1}{2}$ soda water.
 $\frac{1}{4}$ ice, dasher of bitters + ice + slice lemon.
- ⇒ **Katamba**
 $\frac{1}{2}$ red wine + $\frac{1}{2}$ coca cola
- ⇒ **Cordials**
Non-alcoholic cool-drink syrup
eg. lime, passion fruit, cola-tonic, mixed with the guests choice of soda + ice
- ⇒ **Beer Shandy**
 $\frac{1}{2}$ beer (of your choice) + $\frac{1}{2}$ lemonade
No ice

● TAKING THE ORDER

TRAINERS EQUIPMENT

Docket Books and Menus: Explain the docket layout and policies.
Give trainees copies of the docket book and examples to write down.
Give the trainee a list of acceptable abbreviations, e.g. mr = medium rare, ch = chips, bp = baked potatoes, pep sc = pepper sauce, etc.

Q. In what manner would you ask your table if they were ready to order? How do you approach, and ask your table?

- ⇒ Always ask your guest's permission if they are ready to order "Are you ready to order folks?"
- ⇒ Never rush or hassle an order out of them. If they are undecided always offer your help and suggest certain dishes that they might be interested in:
 - Ask questions to help them come to a final answer e.g. "Do you feel like steak, fish or chicken today?", then recommend according to their likes.
- ⇒ Before offering products to a guest make sure that what you are offering is available
- ⇒ Never stand and stare at your guests while they are trying to decide, this makes them feel awkward and nervous and they end up choosing a dish that they don't particularly want just to get the "weird waitron" away from the table. Instead, offer to come back in a couple of minutes.

Q. How do you take the order?

- ⇒ Remember to first start with the ladies at the table
- ⇒ **1. Write down** all orders in a clear and neat hand writing, noting all special instructions.

Why?

- By writing the order down you can't forget it and your guests will start to relax. Always remember to **separate starters, main courses and kiddies meals on your docket book**
- ⇒ **2. Read order** back to your table.

Why?

- It is a double-checking technique. It confirms the orders and the sequence of the meals.

***NB:** Remember to ask the guest what time lapse he would prefer between completion of starters and delivery of main course*

- By writing down and repeating the order you instill confidence in your guests and further ensure that you will not make a mistake

***REMEMBER:** Guests do not know that you have a great memory. Further, should anything happen during your shift, your written docket is the only record. Writing dockets is Spur Policy*

- ⇒ **3. Thank** the guest for the order.

Why?

- It shows politeness and professionalism & the guest is spending money.

DOCKET LAYOUT

(Trainers note: demonstrate the following, using a docket book)

- ⇒ Always separate starter & mains on your docket pad, this avoids confusion
- ⇒ Always write the time the order was taken on the pad, as you leave the table
- ⇒ Use a separate page for each table
- ⇒ Ensure your name appears on each page of your docket book
- ⇒ Write each customers order on 1 line, if a sauce is not included in the price of the meal, write it on a separate line, under the meal it is to be served with.



YOUR MENU KNOWLEDGE SHOULD ENABLE YOU TO REALIZE THAT CERTAIN BASIC QUESTIONS MUST BE ASKED IN ORDER FOR THE KITCHEN TO BE ABLE TO PREPARE THE MEAL CORRECTLY.

EXAMPLES OF SPECIFIC QUESTIONS WHICH MUST BE ASKED:

- ⇒ **Steaks:**
 - ◇ How would you prefer that cooked/done? (*Temperature*)
 - ◇ Would you prefer chips, onions or baked potato?
 - ◇ Would you prefer a mushroom or cheese sauce? (Additional sales)
- ⇒ **Mexican:**
 - ◇ Hot or not? (Hot= with chilli)
- ⇒ **Enchiladas:**
 - ◇ Medium or large?
 - ◇ Chicken / Beef / Vegetarian?
 - ◇ Hot or not?
- ⇒ **Fajitas:**
 - ◇ Beef or Chicken?
 - ◇ Hot or not?
- ⇒ **Chicken Burger:**
 - ◇ Crumbed or grilled?
 - ◇ Mushroom or Cheese sauce?
- ⇒ **Desserts:**
 - ◇ Ice cream or cream?

PRACTICAL EXERCISES (ROLE PLAY)

Once this first step has been completed, the group needs to practice their newly learnt skills. It is imperative that you the trainer, allow the candidates to put their theory into practice. Please refer to your "Role Play Scene Setters" in this reference book, check contents page for page no. This will assist you in successfully completing the role-play on "**Taking the order**". At the back of the candidate's workbook are feedback sheets, which they need to fill out during the role-play.

NOTE

Do not forget to give feedback at the end of the role-plays. It is important that you instill good habits into the candidates and that their mistakes are rectified a.s.a.p.

● SUGGESTIVE SELLING

- ⇒ One of your roles at Spur is that of a sales representative. Imagine that your bay is your business. Spurs will provide the tables, seats and a menu and wine list full of exciting products for you to sell, rent free
- ⇒ Your job now is to make as much money as possible from your business, and you will do this by selling

NOTE: THIS SECTION IS DISCUSSED IN DETAIL IN SECTION 9 OF THIS MANUAL

THERE ARE 4 KEYS TO BEING A PROFESSIONAL SALES PERSON.

- 🔑 Introduce yourself/attitude (Have a friendly introduction)
- 🔑 Smile (All the time)
- 🔑 Enthusiasm (In your voice & expression)
- 🔑 Product knowledge (You will sound & look professional; you can't sell something you know nothing about))

SOME TIPS FOR SELLING:

- ⇒ Ask direct questions to establish what your guests want, eg.:
 - ❖ "How hungry"
 - ❖ "Feel like meat, fish or Mexican this evening?"
 - ❖ "In for dessert"These are certain questions that will help you to work out what to recommend.
- ⇒ Offer specific items, eg. "How about an ice cold Castle" is better than "anything to drinks folks?"

- ⇒ Offer a choice of items - giving them a choice rather than a chance to say no, eg. *"We have delicious home baked desserts, which would you prefer, the brownies or apple pie?"*
- ⇒ Nod your head up and down when suggesting items - this encourages guests to say yes
- ⇒ Thank guests for their order saying that they've made a good choice
- ⇒ Recommend items "to share", eg. desserts, salads
- ⇒ Recommend items "to go with"
Eg. *"mushroom skewer with the main meal"*
"Snails as a starter before your main course rump, sir?"
"Graca to go with your meal"
- ⇒ Offer desserts to take away when guests are full - they'll be hungry again when they get home and it beats a chocolate bar at the end of the day
- ⇒ Always recommend the salad valley even after taking an order

eg. "Oh, by the way, you probably saw our valley, 22 crisp fresh salads, piping hot veg, all this including cheese, biscuits and bread. It's only R___ please, help yourself folks".
- ⇒ Never give up - just because someone says no to your suggestion of mushrooms, doesn't mean you should not suggest something else
- ⇒ Always offer sauces, even for ribs and chicken
- ⇒ Ribs dipped into Monkey Gland is a winner as is Peri-Peri with Ranch Chicken.
- ⇒ When a guest orders coffee, remember to offer a choice of either Irish or Kahula coffee, or a side order of liqueur from the bar, eg. Port, Cape Velvet, etc.
- ⇒ Suggest sparkling wine / champagne to anyone celebrating anything
- ⇒ Always only recommend 2-3 items; more is confusing. You should always be on the lookout for sales opportunities, eg. sauces with ribs, Port with coffee, double tots instead of singles
- ⇒ Empty beer, soda or wine bottles signal an opportunity to sell
- ⇒ When greeting, before guests have had a chance to read the menu and make up their minds, recommend the daily line fish and other special items and let them know what's unavailable as well as alternatives
- ⇒ When delivering food recommend topping up drinks, more wine, etc.
- ⇒ When clearing tables recommend desserts, special coffees, liqueurs, etc.
- ⇒ Always keep selling - if guests have had enough and sit chatting they may feel like something else later.

● DIETS AND DIET RESTRICTIONS

Note: This info is explained in detail in section 9 of this manual

As a Spur waitron it is imperative that you are aware of your menu items, not just to sell and to make money, but to be able to provide your guests with vital information, which could be a life or death situation.

It is your responsibility as a professional Spur waitron to know every single product and its ingredient content, so when a guest inquires about certain products, you will be able to assist him, and understand the various diets and dietary restrictions that he might have.

VEGETARIAN DIETS

Levels of Vegetarianism

A vegetarian diet eliminates one or more of these animal food groups: meat, poultry, fish, eggs, milk.

MUSLIM DIET

Terms:

HALAAL - Lawful and permissible / can be used

HARAAM - Unlawful and impermissible / abstain from it / totally forbidden.

If any product has one of the following ingredients then it will be Haraam to consume or use:

- ⇒ Alcohol or liquor
- ⇒ Animal gelatin
- ⇒ Animal fats or rennet

FOLLOWING FOODS ARE PERMISSIBLE FOR MUSLIMS: (HALAAL FOODS)

- ⇒ Fish
- ⇒ All types of poultry
- ⇒ Sheep & cattle



UNLAWFUL: (HARAAM FOODS)

- ⇒ Drugs / intoxicants
- ⇒ Food containing Haraam items to be avoided at all times, eg. fish prepared with wine, cakes, and ice cream containing any alcohol or liquor
- ⇒ Contamination of Halaal items with Haraam items will render it Haraam.



IMPORTANT POINTS TO REMEMBER:

- ⇒ Pork and pork products are totally forbidden
- ⇒ Imported chickens and meat is not allowed, if not slaughtered or prepared suitably.

KASHRUT: JEWISH DIETARY LAWS

KOSHER

- ⇒ Animals with cloven hooves, that chews their cud, eg. cattle, sheep
- ⇒ Seafood with fins and scales eg. tuna, salmon, hake, yellowtail.
- ⇒ Chicken, turkeys.

FORBIDDEN

- ⇒ Any land mammal that does not have both of these qualities, e.g. pigs.
- ⇒ Shellfish such as lobster, oysters, shrimp, clams and crabs.

● FOOD ALLERGIES

The difference between food allergies and food intolerance:

FOOD ALLERGIES

If some one is allergic to a certain food the following symptoms will appear.

- | | | |
|-------------------|---|---|
| ⇒ Mouth | - | <i>swelling of the lips or tongue, itching lips</i> |
| ⇒ Airway | - | <i>wheezing or breathing problems</i> |
| ⇒ Digestive tract | - | <i>stomach cramps, vomiting, and diarrhea</i> |
| ⇒ Skin: | - | <i>hives, rashes or eczema</i> |

● SPUR JARGON

Before a person is able to work successfully in a Spur he/she need to understand our Jargon, trainer to explain & give relative examples. Please explain to trainees that they are NOT to use this Jargon with the guests.

Yellow:	A slice of cheddar cheese melted onto a burger, ie. Cheeseburger
In the hand:	A burger with no chips, onions or baked potato
Vibe:	Atmosphere
Spinning:	Your duties have taken over your strategic work plan. Everything is happening at once and you are unable to control the situation, you are in trouble
Picking up tables:	Serving a table that is not in your bay, ie. helping out a fellow waitron who is "spinning"
To fly:	Take away order
Swing:	A Panarottis term, "swinging an order", taking food to table
Queue/Back queue:	Queue is where the guests wait for a table. A manager will control the flow of the queue, and possibly show them to the bar area to wait. A manager controlling the "back queue" is the person recording the guests details down on the queue list, as well as talking to the quests while they wait for a table
Food off:	Your food that you have called on in a section is ready to go to the table.

OTHER EXAMPLES IN YOUR STORE:

● CALLING ON AND OFF

Spur uses a verbal system for placing and collecting orders from the various kitchen sections.

- ⇒ "Can I call", ensures the griller is listening before you start speaking
- ⇒ "Off nothing", notifies the griller that you have no orders on the grill
- ⇒ "Going on", announces to the griller that you want to place a new order
- ⇒ "Tell me when I may call," indicates to the griller that you have an order (Tex-mex/making) going with the order on the grill. Every time you "call off" you will repeat that question to the griller until he says you may call that order
- ⇒ Order already placed in the sections are confirmed and asked for by, announcing, "coming off" (You are saying, "Please give me my tables food")
- ⇒ Where more than one order is required to be called on or off the orders are separated by the phrase "followed by". (Indicates a different table)

NOTE:

REMEMBER THAT NOT ALL YOUR FOOD COMES FROM ONE SECTION

ORDER EXAMPLE (AS PER WRITTEN IN YOUR DOCKET BOOK)

STARTERS

1 X $\frac{1}{2}$ CALAMARI (RICE)
2 X SNAILS
1 X GARLIC ROLL (CHEESE)
1 X NACHOS MEXICANA (HOT)

MAIN COURSE

1 X CLUB RUMP (MED) & (BAKED POTATO WITH BUTTER)
1 X LADIES RUMP (MED-RARE)
1 X CHEDDARMELT STEAK (WELL DONE)
1 X FULL CALAMARI (CHIPS)
1 X CHEESE BURGER
1 X MONKEYGLAND BURGER
1 X MUSHROOM BURGER
1 X MUSHROOM SKEWER
1 X MUSHROOM SAUCE
2 X SIDE SALADS



Get waitrons to practice calling on and off with the above order example.

Above Order Example

- ⇒ The guest's starter order needs to be **"CALLED ON "** immediately at the **tex-mex section**, due to the fact that there are no grill items to "call" at the grill section
- ⇒ ***"Can I call? Coming off nothing, followed by going on", 1 x Nachos Mexicana (hot); 1 x starter calamari (rice), 1 x cheesy garlic roll and 2 x snails."***
- ⇒ You have now called on your starters
- ⇒ Once the guests are halfway through their starters (refer to Taking the Order - Point 4) your big job of calling onto the grill begins. Go to the griller, make sure you have his attention and say the following, ***"Can I call? Coming off nothing followed by going on"***
- ⇒ Always call at the grill first, as the griller helps you co-ordinate your orders. It is possible to keep food warm at the grill, but not in the other sections due to garnish, sauces, melted cheese, etc.
- ⇒ When calling on or off begin with well-done and end with rare (calling the items first that require the most cooking time)
- ⇒ Group items together, eg. burgers, steaks and detail sauces that need to be prepared by the griller, e.g. Hawaiian, yellow
- ⇒ Main order would be called on as follows: ***"I have off nothing, followed by going on, 1 x yellow steak (well done), 1 x club rump (medium, Baked potato), 1 x ladies rump (med-rare). 3 burgers, one is yellow, 1 x devils fork. This order is going with a full calamari, please tell me when I may call"***

Go back to the grill now and "call off." **Saying:**

- ⇒ ***"Coming off 1 x cheddar steak well done, 1 x club rump (medium, baked potato), 1 x ladies rump (med-rare). 3 burgers, one is yellow, 1 x devils fork. May I call my full calamari?"***

If the griller says yes, go to the Tex-mex section and say the following:

- ⇒ ***"Coming off nothing followed by going on 1 x full calamari with chips. It is going with food on the grill."***
- ⇒ Call off every 4 minutes until your food is ready
- ⇒ Food must be taken immediately when all meals are ready to go to the table.

Calling Order:

- ⇒ **STEAKS** - (including t-bones, chops)
- ⇒ **OTHERS** - (ribs, chicken, wors, kebabs, mushrooms)
- ⇒ **BURGERS** - (total no. first, then types)

(Other order examples can be found at the back of this manual in section 5)

● GENERAL RULES AT THE GRILL, TEX-MEX AND MAKING SECTION

- ⇒ Make sure you call on your food order immediately after taking the order, or as soon as requested by the guest. Food orders should not take longer than 10-15 minutes in any section. If the order is taking any longer inform a manager immediately

Note: The sooner you call the order on, the quicker it can get cooked and delivered to the table

- ⇒ Organize your thoughts before calling, call from your written order
- ⇒ Make sure you have the griller's/maker's full attention before calling
- ⇒ Do not call at the same time as someone else. Wait your turn
- ⇒ Never shout when calling
- ⇒ Make sure you co-ordinate correctly with the tex-mex section so that all your food comes off at the same time. If you order together, you eat together.
- ⇒ Call off at least 6 to 7 times per order. You can never "call off" too often, and always make sure you call off in full each time. Whilst you are calling off the griller should be identifying the product by touching it with the tongs
- ⇒ At the same time you must remember to "call off" in all three main sections of the store, ie. grill, tex-mex and making sections and co-ordinating the orders to come off at the same time. Calling off is a reminder to the griller/kitchen staff of your order & how it should be prepared
- ⇒ Remember your job is to be a quality controller at all times. Make sure the following looks acceptable, BEFORE delivering the food:

Q. What will you check about the meals before delivering them to your guests

- *Chips and onions are not oily, stacked neatly and contained on the plate*
 - *Garnish looks fresh*
 - *Steak/fish looks appealing and appetizing.*
 - *Food is hot*
 - *Portions are generous*
 - *Plates are clean, no basting on the sides*
 - *Is the order correct - check written order*
- ⇒ All sauces are served separately unless on a burger or otherwise requested.

● GENERAL RULES IN THE SCULLERY AREA

(Refer Health & Hygiene Manual for more information)

- ⇒ All dirty plates must be scrapped of any left over food, serviettes, bones, etc. before they are stacked in the dish area. This scrapping is the responsibility of the person who is taking dirty plates to the scullery
- ⇒ All glassware, ashtrays, teapots, milk jugs and coffee cups need to be placed in a separate area to the plates. Depending on your scullery area you might have two levels where you may stack dishes, if you have two levels, all of the above mentioned items need to be stacked neatly on the top level. Remember you may stack cups and ashtrays on top of each other, but always stack glassware separately. Trying to stack glasses on top of each other will result in them cracking and chipping
- ⇒ When stacking plates they must be stacked in such a manner that all steak plates are in one pile, all waffle plates are in another pile, etc. This allows for the scullery area to remain neat and tidy even on exceptionally busy nights. By stacking plates in their various sizes it is also easier for the scullery person to load up the dish washer and they do not waste time by still having to sort out the uneven stacks
- ⇒ By keeping an organized scullery area, there will be a decrease in breakages. Plates that have been stacked correctly are secure. Plates that have just been "dumped" in an unsafe area will undoubtedly slip or be bumped and fall onto the kitchen floor
- ⇒ All cutlery to be separated from their plates, once the plate has been scraped and stacked, the cutlery is to be placed in a basin, filled with hot soapy water. Once this basin becomes full the scullery person will wash that cutlery load in the dishwasher. This system saves time for the scullery person, due to the fact that the cutlery and crockery have been separated already. This system also prevents cutlery from being thrown away, during the scrapping process.

NOTE

CUTLERY MUST BE PLACED IN THE BASIN, HANDLE FACING UP, THIS PREVENTS ANYONE FROM STICKING THEIR HAND INTO THE BASIN AND

● TABLE SETTINGS

TRAINERS EQUIPMENT

Place Mats, Cutlery and Serviettes.

Organize place settings as soon as possible. Either while the guests are deciding on their drinks order (the first table visit is ideal), after you have delivered the drinks or as soon as you have called the first order.

Often guests will decide to get salads from the salad valley after having placed their drinks or food order

Q *What are the responsibilities of the setter/runner?*

The store setter's job function in the business is to maintain the supply of clean place mats and rolled cutlery throughout the shift. The setter cleans the placemats, fetches cutlery from the kitchen and rolls the settings/cutlery so all the waitrons serving guests have sufficient supplies of the above. She will assist in keeping the toilets clean and check this area on an hourly basis, as well as the front of house area and see that the walkways are kept clean throughout the shift.

Q *What are the responsibilities of the waitron?*

- ⇒ It is therefore your duty to ensure that guests never have food in front of them without placemats and cutlery
- ⇒ When the shop is busy it is easier for the waitron to set and clear 4 tables in his bay than it is for one setter to set and clear 40 tables. If she is tied up clearing your tables there is a good chance the front of house or supply of place mats and cutlery will be neglected.

NOTE:

- When placing cutlery in front of a guest, only hold the handle of the cutlery. Never ever touch the area of the piece of cutlery which the guest will put in their mouth. It is very unhygienic and unprofessional
- Always place the placemat with the bottom edge in line with the edge of the table
- Make sure that the table mat is directly in front of the guest and that the picture on the mat is right side up.

● DELIVERING THE FOOD

TRAINERS EQUIPMENT

Examples of all plates, sauce bowls, selections of condiments, place mats, rolled cutlery, teaspoons, serviettes, wet wipes, trays for demo/role play on carrying plates and delivering/placing meals.

- ⇒ Before the food is delivered to the table, double check that the table has the correct number of settings, that there are no empty glasses, tins, etc. if there are, offer refills and change the ashtrays.
- ⇒ Ensure that you have the correct condiments on the table, eg. *mint sauce for the lamb chops, tomato sauce for kiddies meals.*
- ⇒ Ensure that all guests eating Ribs, chicken & chops have received wet wipes, serviettes & bone plates
- ⇒ Do not take food to the table until you are certain the entire order is ready, ie. check all meals are about to be placed on the plates
- ⇒ Never take another servers food, if your order is delayed. This can disrupt the whole shop. If your order is taking too long, ask a manager for assistance immediately
- ⇒ Work together as a team and help carry all the meals at the same time to the table
- ⇒ Ensure your food is piping hot when delivering orders to the table
- ⇒ Remember to place serviettes under specific items:
 - All condiments require a saucer, serviette and depending on the condiment, a teaspoon
 - All tea orders require a steak plate as an under plate
 - All wing, crumbed mushroom and chicken liver orders need steak plates as under plates
 - All finger bowls need to be served on a side plate
 - All steak sauce orders need to be served on a side plate with a serviette and teaspoon



Remember

you are the last person to see the food before it goes to the table; therefore you are the quality controller. If you notice any problems with the food quality, it is your responsibility to rectify it or to inform the manager on duty.

● CARRYING PLATES

(Demonstrate how to carry)

3 PLATES

- ⇒ Place one plate between your baby finger and your thumb, so that your three middle fingers are underneath the base of the plate.
- ⇒ Place the second plate, on the base of the palm, the baby finger should be lifted, so that it can support the rim of the second plate. This allows the two plates to lie perfectly straight.
- ⇒ The third plate will then be carried in your second hand.

2 SKILLETS

When carrying the skillets to the table, you need to carry the one in the same manner as a tray. Place your hand in the center of the skillet, so the weight is evenly distributed over your hand. Carry the 2nd skillet as you would a normal steak plate. If you can only manage the one skillet at a time, get someone to help you carry the other plates.

Once you have reached the table, place the meal in front of the guest, announce the meal and inform the guest that the skillet is hot. This allows you to take the other skillet and position it in front of the 2nd guest who ordered it.

HOT ROCK

Hot Rocks must be taken to the table one at a time. You need to hold the Hot Rock firmly with both hands. When placing the Hot Rock down onto the table, do not allow the guest to take it from you, as this structure is unbalanced and the tile is extremely hot; always place it down in front of them yourself, announce the meal and inform the guest that the tile is hot.

(Refer to The Waitron's Workbook - Grill section- to find out more information on the Hot Rock)

PLACEMENT OF THE FOOD

Excuse yourself

It is very important to keep your guest feeling comfortable at all times. Therefore to get them to remove their elbows off the table, without you pushing them off, always announce yourself at the table and excuse yourself, i.e. *"Excuse me folks."*

Q. Place - how?

Place the main part of the meal directly in front of the guest, with the Spur logo at the top of the plate (Trainer to demo)

ANNOUNCE THE MEAL

Put the food in front of the person who ordered it, describe the meal as you put it in front of the guest, i.e. *"Your medium rare Rump, sir with chips, your pepper sauce is on the way."*

If you cannot remember whose eating what, announce the meal in a clear tone to the entire table. Once the person acknowledges it, then you can place it in front of the guest.

Never pass **hot food** to guests. Always warn them that the plate is hot.

Remember if the plates are too hot to carry, you may carry the plates with a service cloth.

NOTE

If you are using this service cloth, then it will be visible to all your guests, therefore ensure that it is clean and dry at all times.

Always serve guests their food from their left hand side. However if it is impossible to get around to the left hand side, then you must adjust your service procedures to suit the guest.

Announce what's on the way

If you have to return to the Grill to collect more meals or sauces, let guests know that you will be back. They do not know that you have a great memory or that you are organized. E.g. Ma'am your cheeseburger & the skewer of mushrooms are on the way.

Q. What should you always do before leaving the table?

- ⇒ Always check that everyone's order has been correctly delivered.
- ⇒ Indicate the availability of both the salad dressing and BBQ sauce at no charge.
- ⇒ Check that the ashtray is clean.
- ⇒ Enquire if you could bring another round of drinks.
- ⇒ **Remember** to serve the side orders, eg. sauces, chips, etc.
- ⇒ Deliver the sauces with the meal or straight after delivering the meal. Do not take hot sauces to the guest first, and then make him/her wait for the meal.

Q. What is always served with bones/food eaten with your hands?

- ⇒ Wet wipes and plates for bones (finger bowls served on request)
- ⇒ Examples: ribs, t-bones, wings, chicken and Fajitas.

PRACTICAL EXERCISES (ROLE PLAY)

Once this first step has been completed, the group needs to practice their newly learnt skills.

It is imperative that you the trainer, allow the candidates to put their theory into practice.

Please refer to your "Role Play Scene Setters" at the end of this reference book.

This will assist you in successfully completing the role-play on "**Delivering the food**".

At the back of the candidate's workbook are feedback sheets, which they need to fill out during the role-play.

NOTE

Do not forget to give feedback at the end of the role-plays. It is important that you instill good habits into the candidates and that their mistakes are rectified a.s.a.p.

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● AFTER SALES SERVICE

TRAINERS EQUIPMENT

Ashtrays, Finger Bowls, Wet Wipes, Mint Sauce, Side Plate, Teaspoons, Doggie Bags, Take away containers, serviettes and plates x 15, Cutlery and Glasses.

Q. *What does "After Sales Service" mean?*

Once the guest has bought our product, it is important to provide the service that goes along with that item. Our guest is not only paying for this meal, but he is also paying for the service.

Q. *When do our guests purchase our products and when do we know they have decided to eat in our restaurants?*

They buy our products through the media - newspapers, radio, television, magazines, etc. The minute they walk in through our restaurant's front door - they have bought our product.

As stated above we must provide the correct service to the guests once he has bought the product. This means the minute he enters the restaurant after sales service begins.

Q. *How do we know if the after sales service that we provided during the guest's stay has had a positive influence on our guests?*

If you carried out your after sales service correctly, you will reap your success, the minute the guest returns to your store.

After sales service must be ongoing and thorough, although never intruding on the guest's personal space and comfort.

A.S.S. is not just one step of service that is conducted and then only dealt with when applicable, ie. seating guests, open a wine bottle, etc. It is an ongoing process that must be continuously practiced, from the minute the guest enters the restaurant to the minute the guest exists the restaurant.

The following points are extra services you must provide your guest throughout their dining experience:

CHECKING ON THE MEAL

When?

Having delivered the meal, after no more than about three minutes (2 bites), go back to your table and enquire how the meal is going. Your approach should be proper and professional.

What to say?

Direct your enquiry at somebody. First catch their attention politely by saying, for example "pardon me folks", catch somebody's eye, and then ask them:

- ⇒ "Are you enjoying that Rump, sir?"
- ⇒ "Are you enjoying your Calamari, sir?"
- ⇒ "How are you finding the spicy wings, mam"

What not to say?

Asking, "*Is everything alright or OK*" is not acceptable at all. Our food, service and ambience are excellent not OK or alright. Besides this, the questions has no direction and is open to many differing answers.

Q. What if a guest just took a bite?

Try not to make your enquiry when guests have their mouths' full. If this is the case you can simply make eye contact, raise your eyebrows and give them a thumbs up signal. You'll be able to tell if all is in order and can revisit the table at a more appropriate time to talk.

Q. Besides the meal, what else are you checking on?

- ⇒ Dirty ashtray
- ⇒ Empty drinks, tins/cans
- ⇒ Empty plates, side plates, ramekins
- ⇒ Anything missing or something else they may require.

Q. How would you clean/change an ashtray?

- ⇒ Ashtrays should be changed whenever dirty, especially immediately after food has been delivered, sometimes preferably before, if you are 'together'
- ⇒ If some guests are smoking whilst others eat, ensure the ashtray is at the smokers elbow
- ⇒ More than one ashtray may be required at the table. When changing ashtrays the correct procedure is to approach the table carrying 2 clean ashtrays. Remove the dirty one by covering with one clean ashtray and removing both, then place the second clean ashtray you are carrying onto the table. This prevents ash from spilling onto the table or in the store when you go to clean the dirty ashtray. If this is not possible due to shortages approach the table with one clean ashtray and replace the dirty ashtray with the clean one once you have covered and removed it
- ⇒ Never place an ashtray on top of a plate. Never tip the contents of an ashtray into a plate

CLEARING

Q. When?

One should clear and maintain ones table on a constant basis. This gives you less cleaning to do later and ensures a clean, uncluttered tabletop, which adds to the guest's enjoyment.

As soon as a guest has finished eating, their plate should be removed. Wait until they have swallowed their last mouth full. Do not lean over a guest that is eating to clear another's plate

What to say versus what not to say

Some guests will want you to wait until everyone has finished eating before removing plates. Although this may be less and less common it is still good manners to always ask, "*May I remove your plates?*" before cleaning the table. This is also preferred to "*Are you finished?*"

Q. How?

It is important to remember that we at Spur Steak Ranches, work together as a team. Help to clear tables in bays that your fellow team members are working in. In this way we never have to stack more than three plates at a table.

- ⇒ Stand to the right of the guest, lean forward and pick up the used plate and cutlery with your right hand. Remember to enquire if you may take the plate

- ⇒ Stand back and transfer the plate to your left hand. Position the plate between your baby finger and thumb, and your three middle fingers are holding the base of the plate
- ⇒ Prevent the cutlery from sliding around the plate, by placing the end of the fork handle under your thumb
- ⇒ Place the knife under the fork, pointing in the opposite direction
- ⇒ Move onto the next guest and remove their plate
- ⇒ Transfer this plate onto the base of your palm (your wrist) your baby finger of that hand should be supporting the rim of the second plate
- ⇒ Once the second plate is clear, place the cutlery of the second plate onto the first plate, together with the first plates cutlery
- ⇒ Clear the rest of the dirty plates and cutlery in the same way as you cleared the second plate
- ⇒ Try also to keep one hand free when carrying dirty plates, this enables you to clear a path, open doors and unload at the dish area
- ⇒ **Do not scrape or stack dirty dishes on the guest's table**
- ⇒ The "scraps" on the first plate must be deposited into the bin at the dish area immediately. Do not dump your 'unscrapped' dirty dishes in the dish area and expect the dishwasher to clean up after you.

(Trainer to demonstrate to the group)

Q How do you clear odd-shaped dishes?

Clear only as many as you can carry in your two hands without stacking. Work as a team to clean your tables.

Crumbing the table

- ⇒ It may be necessary to briefly wipe down the table before offering desserts. Particularly after ribs or at a "kiddies" table, do this with a clean, slightly damp cloth
- ⇒ Wipe food crumbs onto a plate at the edge of the table, not onto the floor
- ⇒ Only "crumb down" once the table has been cleared completely.

Food that has fallen onto the floor

- ⇒ Solid food spilled on the floor should be picked up immediately, use a serviette
- ⇒ If you could not use a serviette, ensure you wash your hands
- ⇒ Solid food spilled on the table should be similarly dealt with or alternatively a clean service cloth may be used to brush it onto a plate. These items must be taken to the refuse area and be disposed of immediately. Do not leave lying around for guests to see.

Q What do you do if a guest knocks over a full glass on to their table?

- ⇒ Remove the glass immediately and wipe up the spillage with roller towel, which is supplied by the store
- ⇒ Do not use Spur printed serviettes to clean up spillages
- ⇒ Always offer the guest another drink to replace the spilt one
- ⇒ If necessary, move the guest to another table

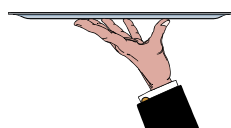
● DOGGIE BAGS

Offer to place "left-overs" in a take-away container. Place these "left-overs" in a container in the kitchen, not at the guest's table. There is a designated area for this, which will be shown to you on the shadow shift. Working together to clear tables builds team spirit and goes a long way in helping the shop run smoothly.

NOTE

Without being a nuisance you should be available continuously to provide these service to your table throughout your shift. However discreetly and look for opportunities to provide "after sales service".

A . S . S



NOTE

When your guests have vacated the table it is your responsibility to remove the placemats and napkins from the table. All placemats must be wiped down and replaced back onto the side station only, so that they can be used for future settings.

● TAKE AWAYS

(Refer Take Away, Delivery, Room Service Manual for more information)

- ⇒ If a guest arrives at the Spur to place his order in person, ask him to sit down and make him comfortable, offer him a drink and start selling
- ⇒ If a guest orders, eg. "A Spur Burger" always offer a sauce and a take-away salad. Let the guest know we have take away soft drinks, eg. appletiser
- ⇒ **Alcohol cannot be sold as a take away order**
- ⇒ Call this order on as "Take away or To fly" and follow up on these orders by calling off as often as possible. Keep the guest informed of the progress

(Trainer to show the group the various take away containers, and inform them on how they should be used)

☺ (Refer to "Dealing with Incoming telephone calls" for more details and practical exercises)

ANSWERING THE TELEPHONE / PHONE-IN TAKE AWAY ORDERS

Q. *What are the essential pieces of information that you need to remember to obtain and give when answering the telephone?*

- ⇒ Answer the telephone as follows: "Thank you for calling __ Spur, this is Mary speaking, how may I help you?"
- ⇒ Take down caller's name and contact number
- ⇒ Document caller's order including extra information, ie. preparation questions of burger or steak, extra sauces, starch choice, drinks, side salads
- ⇒ Give an approximate time as to when the order will be ready, ie. 10-15 minutes
- ⇒ Give your name, so the caller, knows who the contact person is
- ⇒ Follow up on these orders regularly in order to achieve your approximate time that you quoted the guest

Q *When talking on the telephone what should we never do?*

- ⇒ Do not sound rushed
- ⇒ Do not use slang or swear words
- ⇒ Do not speak with anything in your mouth
- ⇒ Do not speak to a third person
- ⇒ Do not interrupt the guest.

ALWAYS REMEMBER TO SMILE
IT SHOWS IN YOUR VOICE



● PRE SHIFT DUTIES: SETTING YOURSELF UP FOR SUCCESS

For you to successfully carry out "After Sales Service" for your guests, it is imperative that you as the waitron set yourself up for success. These are duties that need to be carried out when coming on shift and maintained throughout your shift in order for you to maintain your goals.

Follow these rules to maintain your goals as a professional waitron:

- ⇒ All menus should be wiped and placed correctly in the menu box so they are at your disposal when guests enter the restaurant
- ⇒ Ensure that there is sufficient rolled cutlery in your side station & clean all the place mats
- ⇒ Ensure that there are clean, unchipped ashtrays in your side stations
- ⇒ Ensure that there are sufficient clean, unchipped, undamaged side plates, sauce bowls and finger bowls in the store
- ⇒ Ensure that there is enough clean, unchipped, unstained glassware in the store

- ⇒ Ensure there are clean and full condiments available on the salad valley or side station at all times, eg. mustards, mint jelly, chutney and tomato sauce.
- ⇒ Ensure that there are enough serviettes, placemats, wet wipes and wrapped straws in your side station
- ⇒ Ensure that there are clean, non-slip trays available in store, for transporting drinks and other food items
- ⇒ If you are responsible for preparing the coffee in your store, make sure that you have turned the coffee machine on and there is sufficient filter paper and filter coffee sachets for the shift. Prep all the coffee cups, saucers & teaspoons
- ⇒ Place sauce bowls, serviettes, teaspoons & saucers next to the bain-marie
- ⇒ Fill your station with activity sheets & crayons
- ⇒ Clean the welcome mat
- ⇒ Fill the 'doggie bag' station with sufficient containers
- ⇒ Prep wet wipes & serviettes on to waffle plates, stack as many as possible
- ⇒ Place peppermints at the cash desk
- ⇒ Check if you have reservations booked in your section
- ⇒ Clean & fill all sauce bottles

NOTE

Any item that is damaged, chipped, cracked, etc. and cannot be used in service, must be made known to the manager on duty, so these items can be removed and replaced.

MAINTAINING THE SALAD VALLEY

- ⇒ If you are responsible for maintaining the standards of the salad valley, you need to ensure the following:
 - *there are sufficient side plates*
 - *there is a selection of breads for our guests to choose from, as well as sufficient butter and margarine portions*
 - *there are enough serviettes and serving spoons for the salads and hot vegetables*
 - *That the salad valley is clean and maintained at all times*
 - *That the salads and hot vegetables are constantly re-filled.*
 - *Condiments are clean & full*
 - *Tooth picks are available*

- ⇒ Ensure that there are clean, presentable and up-to-date menus at the front door. So when seating a guest the menus are right at hand
- ⇒ After your guests have vacated the table, ensure that you clean your table thoroughly. Remember to clean underneath the table as well. Your sauce bottles are cleaned and filled, your salt and pepper cellars are full, your table stand is clean and that the table talker is clean and presentable for the next seating
- ⇒ By stocking yourself up before, during and after service with the tools of your trade you will most definitely set yourself up for success and be able to provide your guests with excellent service and after sales service & you will earn better tips.
- ⇒ If you discover that there is a lack of equipment please notify your manager as soon as possible.

To maintain a clean, safe, hygienic, acceptable and viby working environment it is vital that you ensure that the following tasks or items have been carried out or have been made available before, during and after service:

- ⇒ Clean dustbins are positioned in appropriate service areas
- ⇒ Papers and unnecessary items have been removed from the floor, continuously
- ⇒ **LINE OF SIGHT:** Areas in the restaurant that are visible to the guest, eg. floor, cash desk, toilets that must be kept clean to maintain the correct impression
- ⇒ Always check that the air-conditioning has been set at a comfortable temperature. You do not want your guests to feel uncomfortable while they are dining in our Spur
- ⇒ The balustrades, light shades and surfaces within the restaurant have been dusted and wiped down
- ⇒ The sound levels of background music within the restaurant are at an appropriate and acceptable levels
- ⇒ All tables, freestanding chairs and banquets are clean, untorn and steady
- ⇒ All tables and chairs are positioned in such a way that they are easily accessible to our guests.

NOTE:

If any furniture is damaged or unstable in anyway, it must be reported to the manager on duty immediately.



Remember to work smarter not harder

☺ EXTRA INFORMATION

Q *How do you prepare a coffee urn?*

- ⇒ Ensure urn has been emptied from the previous day
- ⇒ Check for damages, grease and watermarks
- ⇒ Switch the coffee machine on. (The red power light will begin to glow) Remember to check the plug and wiring of the machine, to ensure they are in safe working order. If they are bent or damaged in any way, it must be reported to the manager on duty immediately
- ⇒ Place one clean filter paper into the filter holder and empty one packet of coffee powder into the holder. Ensure that the holder has been correctly re-placed in the machine
- ⇒ Wait for the green light, "ready" to glow
- ⇒ Pour one jug-full water into the machine; allow the pre-boiled water to run through the filter holder and into the urn before removing any coffee
- ⇒ If the machine has not been emptied from the previous day, it is essential to rinse the urn out with boiling water, before use. Failure to do this will result in a bitter flavour in the coffee.

PRACTICAL EXERCISES (DEMONSTRATIONS AND ROLE PLAYS)

While you are training each section in this step of service, you need to demonstrate while lecturing.

Once you have finished demonstrating the new skill, the candidates must be given the opportunity to practice the task, ie. cleaning ashtrays and clearing plates.

● DESSERT AND COFFEE ORDERS

TRAINERS EQUIPMENT

Coffee Cups, Saucers, Teaspoons, Sugar, Sweetener, Milk Jug, Water Pot, Tray and Teapot.
Dessert & kiddies menus, docket books, parfait glasses, side plates serviettes, soda spoons, waffle plates, rolled cutlery

Q. On removal of the last main course plate, what do you say to your guest?
"Could I bring you the dessert menus / Could I recommend some of our delicious desserts, or do you know what you're going to order already?"

When you take the dessert order, ensure that:

- ⇒ You describe the desserts to the guest & that you use the pictures on the menu to sell the products
- ⇒ You have written it down correctly.
- ⇒ Asked relevant questions relating to desserts - Ice cream or cream? (for most of the desserts)
- ⇒ Repeated the order back to the guest.
- ⇒ Thanked them for their order.

Before serving desserts ensure that:

- ⇒ The table is set.

Q. What does "bottomless coffee" mean?
Pay for your first cup and all refills are free.

Q How do you serve?

COFFEE:

- ⇒ Before serving the guest the coffee, check each piece of crockery, for chips, and ensure they are clean.
- ⇒ Ensure that you are using a Spur printed cup, a printed saucer with a teaspoon.
- ⇒ Cups handle turned to the right hand side.
- ⇒ Teaspoon also on the right, under the handle.
- ⇒ Place 2 sugar sachet on the left hand side of the saucers, with the logo facing up.
- ⇒ Depending on the guest's preference; hot or cold milk must be served with the coffee.
- ⇒ Both the cup and milk jug must be placed on the right hand side of the guest.
- ⇒ The ear of the cup and the jug handle must be positioned on the right hand side.

TEA:

- ⇒ Before serving the guest the tea, check each piece of crockery for chips, and ensure they are clean.
- ⇒ Place a Spur printed serviette on a Spur printed oval platter.
- ⇒ Stainless steel teapot, should be pre- warmed before filling them.
- ⇒ Hot water stainless steel jug.
- ⇒ Milk stainless steel jug.
- ⇒ Spur cup and saucer as mentioned above. The cup should also be pre-warmed with boiling water before serving.
- ⇒ The "tea tray" should be placed to the right hand side of the guest, with all the handles of the items on the tray, positioned to the right.

IRISH COFFEE:

- ⇒ Irish coffee glass
- ⇒ Tot of whiskey
- ⇒ Two spoons brown sugar
- ⇒ Top with coffee
- ⇒ Finish off with cream
- ⇒ Sprinkle with vermicelli (do not serve with a straw)
- ⇒ This is called on at the making section.

DOM PEDRO:

- ⇒ Called on at the making section.
- ⇒ Ice cream and tot of liquor, topped with a marshmallow.
- ⇒ Served on a side plate, lined with a serviette
- ⇒ The straw is place on the side plate

● GUEST COMPLAINTS

Handling a guest complaint is probably the most emotionally trying situation you will have to handle. Guests could be unhappy for 101 different reasons. Often it's not your fault and they want to take it out on you, their waitron.

It is very important that you know and understand how to deal with complaints in a calm and professional manner. If guests do not complain, we cannot rectify problems that could be affecting the growth of our business. Your guest obviously thinks you are approachable and are in a position to help them. **They trust you to make things right.** They also like you and want to return.

Q. Guests feel embarrassed to complain, what signs should we look out for to try and notice an unhappy guest?

- ⇒ Unfinished plates of food
- ⇒ People who "play" with their food rather than "tucking in"
- ⇒ Facial expressions
- ⇒ People smelling or inspecting food
- ⇒ Guests that are not giving you a "vibe"
- ⇒ Guests who abruptly ask for the bill
- ⇒ Guests looking around (they could also be wanting you for something else)
- ⇒ Awkward body language.

If we don't look out for these signs, these are the guests who will probably never come back. It is therefore very important to recognize unhappy guests and inform management. Simply by paying these guests some extra attention the managers should be able to ensure that they return.

A good waitron should be able to spot unhappy guests without them having to complain. Always try to anticipate your guest's needs.

IF GUESTS DO COMPLAIN, THESE 10 STEPS MUST BE FOLLOWED:

1. Listen (ask relevant questions to gain clarification -if necessary)
2. Do not interrupt
3. Do not argue/excuses
4. Apologize -NB
5. Thank the guest sincerely -NB
6. Food problem - pick up and remove the plate
7. Ask how to rectify problem
8. Do it right away
9. Inform a manager of the problem immediately
10. Make sure the problem is rectified
 - Carry on serving the table as normal.
 - Don't keep on mentioning the problem.

NOTE

When listening to the complaint, never interrupt. The guest needs to let off steam. Never disagree with them. Arguing only makes matters worse, and an argument with a guest has never been won. Apologize, thereby recognizing any inconvenience caused.

- ⇒ **Thank the guest.** It is necessary to thank them for bringing the complaint to your attention and for you to promise that you'll rectify the situation and stop others having the same complaint. It is necessary to advise management of any complaints immediately
- ⇒ **Question the guest.** You need the information in order to take action and by acting rationally the guest will calm down. Recommend the same meal again, or preferably something in the same line, and ensure the guest that replacing his meal will only take a few minutes.

GENERAL

- ⇒ It is not good enough that guests enjoy their meal and visit your store. We rely on repeat business and regular guests becoming friends. Especially with complaining guests you must ask yourself the question, "Will they happily return to my Spur?" Only if the answer is a definite "yes" have you really dealt with the complaint
- ⇒ Deal with complaints immediately. A complaint seldom sorts itself out and more often than not a small complaint will quickly snowball into something big, if not dealt with immediately
- ⇒ Always pay some extra attention to a table that has complained after the problem has been rectified. The tendency is often to avoid complaining tables because it is an uncomfortable situation to be in. Avoiding it is the worst thing you can possibly do. Put yourself in the position of the guest. When you complain to your server, he corrects the problem and then disappears for the evening, "because it is an uncomfortable situation to be in", it would probably leave you the guest, slightly confused
- ⇒ Handle complaints involving food in the kitchen. Do not taste and pick at returned food
- ⇒ Always make sure the manager has visited the table. The guest will then know the manager is in control and is aware of any situation in his store.

Q. How would you handle a guest who is under the influence of alcohol and acting in a disorderly manner?

- ⇒ It is your responsibility, as a Spur waitron to ensure that your guests are enjoying their visit at our restaurant
- ⇒ However it is not your responsibility to control the guest who gets drunk. If you notice that they are getting out of hand and that they are disturbing the other guests around them, you need to inform the manager immediately. Never try to tell the guest to stop drinking. This will embarrass them and make them angry and they might do something dangerous towards yourself or another guest. *In other words start behaving like drunken idiots.*

STATISTICS

The following research shows how important handling complaints properly, is to the success of our business.

- ⇒ It costs 5 times more to attract a new guest into Spur than it does to keep an existing one
- ⇒ Of all the guests that decide never to return to a Spur, 20% do so because of either price or quality of the food and 80% because they felt that some member of our staff didn't care about them
- ⇒ ***50% of unhappy guests never complain, they simply do not come back***
- ⇒ For every complaint we hear of, up to 26 go unreported

- ⇒ 7 out of 10 guests who complain will do business with Spur again if you resolve the problem or complaint to their satisfaction. If you resolve a complaint on the spot, 95% will do business again
- ⇒ Happy guests will tell 3-5 people about your store. Unhappy guests will tell up to 15 people and, because bad news travels fast, up to 300 people could hear about it
- ⇒ Losing one guest per day, each day of the year costs the company millions of rands in lost revenue sales. (Demonstrate financial ramifications)

SO: THE LESSONS WE CAN LEARN FROM THE ABOVE ARE:

- ⇒ Your warm, friendly, caring and sincere Spur vibe is the most important part of your job. This is what our company is built on
- ⇒ When you hear a complaint, for example about the BP's, chances are there are other guests who are also unhappy. Tell the managers and let them check the complaint out fully
- ⇒ Spot unhappy guests without them having to complain. Give them your best vibe
- ⇒ By caring about your guest you can turn unhappy guests into Guests for Life
- ⇒ Possibly the most frequent complaint at Spurs is kiddies birthday's not being recognised sufficiently. We spend a lot of money inviting kids in on their birthdays, probably their biggest day in the year. So learn their names, sing with all your heart and make a big fuss
- ⇒ Make it a memorable occasion.

PRACTICAL EXERCISES (ROLE PLAY)

- ⇒ Once this first step has been completed, the group needs to practice their newly learnt skills
- ⇒ It is imperative that you the trainer, allow the candidates to put their theory into practice
- ⇒ Please refer to your "Role Play Scene Setters" in this reference book. This will assist you in successfully completing the role-play on "**Guest Complaints**"
- ⇒ At the back of the candidate's workbook are feedback sheets, which they need to fill out during the role-play

NOTE

Do not forget to give feedback at the end of the role-plays. It is important that you instill good habits into the candidates and that their mistakes are rectified a.s.a.p.

● THE BILL

Q. *When is the bill presented?*

Only present the bill on request. Or

If the guest says 'Nothing else' or 'That will be all', ask him/her if you should prepare the bill.

Make sure the bill is:

- ⇒ Correct
- ⇒ Neatly presented

Always organise the bill prior to the request of it. If a guest requests the bill it means that he wants to leave. As a waitron, this part of your service procedure can make or break your good first impression that you have created and maintained throughout your guests dining experience. Making a guest wait for his bill for an unnecessary period of time can alter his perception of your service. If there is a delay - keep the guest informed without making excuses. Never give a bill to a table still eating with us, unless so requested, and see that they leave getting the same happy vibe as when they arrived.

Q. *Who do you present the bill to?*

The person who requested it.

Q. *What should always be said once the bill has been dropped?*

- ⇒ Inform the guest to either pay you or the cashier, depending on your system
- ⇒ Thank them for their visit, and invite them to your store again. You could even tell them to ask for you. This makes them feel welcome and like regulars. It also shows our professionalism and keenness to serve them.

NOTES

Never let the guest think that you are rushing them. Therefore once you have dropped the bill off at the table, tell your guests that **when they are ready** they can either pay you or the cashier.

Once the bill is on the table, never stand there and wait for the guest to pay. It gives an impression that you are rushing them, and it **will** make them feel awkward and uneasy. You can keep an eye on the payment of the bill away from the table.

FORMS OF PAYMENT

Cash

- ⇒ This is the easiest and quickest form of payment. If the bill comes to a total of R40.00 and the guest gives you a R50.00 note, never assume that the R10.00 change is a tip, tell the guest that you will return the change in a moment. Always leave the table when you organise the change, do not remove your float from your pouch at the guests table.
- ⇒ Always return the money to the guest. The guest will give you the change himself, if you keep it, they will automatically think you are rude and your great first impression and you maintenance of that impression throughout their dining experience will be crushed

- ⇒ The guest will leave with a negative attitude and all your hard work and great service will be forgotten
- ⇒ **NEVER ASSUME - (ASS-U-ME)**

Cheques

- ⇒ The majority of restaurants have a strict rule on accepting cheques.
 - ⇒ Please check to see what your store's policy is on accepting cheques as a form of payment.
 - ⇒ If your store does not accept cheques it should be stated somewhere in the store.
 - ⇒ **If your store does accept cheques, please check the following:**
- ① Check that the date is correct, **that day's date**.
 - ② The name of your Spur is on the cheque and it is not a Cash cheque.
 - ③ The amount has been written out correctly, with no spelling mistakes and the word "only" has been written at the end.
 - ④ The amount has been filled in and the final two zeros are at the end of the block.
 - ⑤ The person has signed the cheque.
 - ⇒ *The cheque has been "**crossed**" and "**not negotiable**" has been written on it*
 - ⇒ *Or "Bearer" has been crossed out*
 - ⇒ *The person's ID number, address and telephone numbers are written on the back of the cheque*

Example of a cheque

FIRST NATIONAL BANK ST. GEORGES MALL	753-309 DATE DATUM _____ ① _____
PAY BETAAL _____ ② _____	OR BEARER OF TOONDER
③ _____	
④ R	
MR A. SMITH	
⑤ _____	
"0142 – 3987416 – 34460082410" - 03	

Credit Cards

(Demonstrate, by using the credit card machine)

- ⇒ If there is a power failure and the guest wants to pay with a credit card, your store should provide a manual credit card machine (Demonstrate using the manual credit card machine)
- NB:** Always check the signature on the back of the credit card, that it co-insides with the signature on the credit card slip. Check that the credit card is still valid.

PRACTICAL EXERCISES (ROLE PLAY)

Once this first step has been completed, the group needs to practice their newly learnt skills.

It is imperative that you the trainer, allow the candidates to put their theory into practice. Please refer to your "Role Play Scene Setters" in this reference book. This will assist you in successfully completing the role-play on "**Presentation of the bill**".

At the back of the candidate's workbook are feedback sheets, which they need to fill out during the role-play.

NOTE

Do not forget to give feedback at the end of the role-plays. It is important that you instill good habits into the candidates and that their mistakes are rectified a.s.a.p.

● T.I.P.S.

Q. What does T.I.P.S. stand for?

- ⇒ To Insure Prompt Service.
- ⇒ Always say thank you!

"We are always rewarded in life in proportion to the value of our services to others. If we wish to increase the value of our rewards we must increase the value of our service"

STEVE SHAPIRO

By thanking the guest for the tip, no matter how large or small it is, the guest not only knows you have received the tip, but that you appreciate the gesture and the guest will therefore be willing to tip again on the next visit.

Q. Guest doesn't tip - what do you do?

Because you are a professional waitron, you will take it in your stride. It is difficult to give excellent service and not be rewarded for it. However, never show your disappointment in front of your guests. Always say thank you and invite them back.

Q. The guest pays, but doesn't leave - what do you do?

- ⇒ If a guest does not leave once you have given him the bill, continue serving and selling.
- ⇒ A waitron must remain on the floor in full uniform until his/her guests have left the store.

GENERAL POINTERS

- ⇒ Apart from the 10 steps of service outlined above, there are also some general pointers, which will help to ensure you become a professional Spur waitron quickly
- ⇒ Remember the quality of your work is as important as the quantity
- ⇒ Guests at the front door are priority, Number 1. Always be ready to queue guests
- ⇒ Teamwork - help other team members to serve and clear their tables. Never say or think, "it's not my bay". Teamwork speeds up the shop and with your 'tables turning' faster you in turn make more money (TEAM = TOGETHER EVERYONE, ACHIEVES MORE)
- ⇒ Pass others on the left - when walking through the restaurant. People carrying food or plates have right of way
- ⇒ Always stand back for guests, irrespective of what you are doing or carrying
- ⇒ A good waitron will never be caught walking around empty-handed. Always try to remove a glass, ashtray, tidy or refill cutlery trays
- ⇒ Always get involved in "happy birthday" singing. Even if it slows you down, it creates a great vibe. Vibe guests are happy guests who don't complain
- ⇒ If struggling to maintain your standard of service, inform management immediately so they can step in and help. A good waitron always asks for assistance when needed
- ⇒ Even when not on duty, before and after shifts; if in uniform, be prepared to help. Guests do not know, nor care that you're not officially on duty
- ⇒ Always try to spend an equal amount of time at all your tables. Too much time with one table may lead to others feeling that they've been ignored
- ⇒ When walking around the restaurant, especially when carrying plates or glasses or when approaching others, warn them of your presence by saying "Behind You" in a clear tone
- ⇒ Always keep the shop neat and tidy
- ⇒ Be particularly diligent at shift handover. Help make this smooth and keep your standard of service throughout the shift
- ⇒ A good waitron uses his/her head as well as legs. Don't stand around, there is always something to do
- ⇒ Don't lie to guests and management. If unsure of the answer to a question ask and return with the correct information. No one has all the correct answers
- ⇒ Wear your uniform with pride and remember you are part of a big family steak house chain that is a leader in South Africa.

TEST YOURSELF

No guest should wait longer than:

- ⇒ 5 minutes for an order from the making section
- ⇒ 10 minutes for an order from the pizza/calamari section
- ⇒ 10 minutes for an order from the grill (except burgers [quicker] and W/D steaks [longer])
- ⇒ Call on or process your orders immediately after taking the order
- ⇒ Remember your job is to be:
 - *A Sales Representative (See Suggestive Selling)*
 - *A Quality Controller*
 - *A Team Player*

QUALITY CONTROLLER:

As a Spur Waitron, it is your job to make sure that each and every plate of food you take to a table is correctly presented and crisp in appearance. Ask yourself this question: *"Would I be happy with, and prepared to pay the price, for this plate of food?"*, if the answer is "yes", deliver the plate of food to the table "in a flash". Should the answer be "No", as a result of the plate presentation being poor, ie. burnt chips or onions, etc. have this rectified or alternatively call a manager for assistance and have the problem corrected - pronto!

Remember: Guests "eat" their food with their eyes. This means that when the food arrives, if it is correctly presented with a fresh appearance, the guest is immediately happy and relaxed to enjoy the meal.

Consider the following:

A guest's visit to your Spur Steak Ranch is as follows:

- ⇒ 40% - Initial greeting - was the guest's **first impression** when arriving at your store good or bad?
- ⇒ 10% - drinks, i.e. did the drinks arrive promptly and was the beer cold?
- ⇒ 30% - food presentation
- ⇒ 15% - food quality and taste
- ⇒ 5% - vibe, music, after sales service.

SALES REPRESENTATIVES:

In addition to being a quality controller you are also the sales representative for your Spur Steak Ranch. The section on suggestive selling should give you enough information to carry out this role to the full. Remember that we did not employ you simply to take orders. You must find out what your guests want and use your selling skills to recommend appropriate items from the menu. This is not only a great vibe but also increases the amount of money that you earn.

5. ORDER EXAMPLES

EXAMPLE 1

2 X SPUR BURGERS
1 X SURF 'n TURF
1 X MUSH SAUCE
1 X RANCH CHICKEN
1 X CHEDDAMELT BURGER
1 X GIANT T - BONE (W)
1 X PEPPER SAUCE
1 X CALAMARI STARTER

EXAMPLE 2

1 X KIDDIES RIBS
1 X KIDDIES NUGGETS
1 X KIDDIES PIZZA
2 X STARTER CALAMARI (RICE)
1 X GARLIC ROLL (CHEESE)
1 X LADIES RIBS
2 X LADIES RUMP (M-W)
1 X MUSH SAUCE
1 X PEPPER SAUCE
1 X T - BONE (W)

EXAMPLE 3

1 X STEAK n ENCHILADA (W, HOT)
1 X MIXED GRILL (M)
1 X GRILLED CHICKEN BURGER (CHEESE SAUCE)
1 X GOODIE BURGER
1 X CHICKEN n RIB COMBO
1 X BERMUDA TREAT

EXAMPLE 4

1 X CHEESE QUESADILLA (HOT)
1 X CRUMBED MUSHROOMS
1 X FULL WINGS (PLAIN)
1 X CHEDDAMELT BEEF SCHNITZEL
1 X CLUB RUMP (R, BAKED POTATO WITH SOUR CREAM)
1 X MONKEY-GLAND SAUCE
1 X NACHOS MEXICANA (HOT)

EXAMPLE5

1 X GARLIC SNAILS WITH CHEESE SAUCE
3 X GARLIC ROLL (CHEESE)
1 X KIDDIES RIBS
1 X CHICKEN FAJITA (PLAIN)
1 X SLIMMERS STEAK (W) (no fat)
1 X CHEESE SAUCE
1 X SPUR BURGER

EXAMPLE 6

1 X BAKED POTATO (MUSH SAUCE)

1 X STARTER CALAMARI

1 X STEAK PLATTER (RARE) BP (BUTTER)

1 X CHEESE SAUCE

1 X CHICKEN KEBABS (SAUCE OVER RICE)

1 X KINGKLIP (RICE, GARLIC BUTTER)

1 X FULL WINGS (SPICY)

EXAMPLE 7

ORDER 1

1 X NACHOS CON POLLO (HOT)

1 X MUSHROOMS SKEWER

1 X CRUMBED CHICKEN BURGER (MUSH SAUCE)

1 X CHEDDAMELT BURGER

2 X SALAD BEEF BURGERS (1 NO ROLL)

1 X DOUBLE GUACAMOLE BURGER

1 X LARGE CHIPS

1 X CHEESE SAUCE

ORDER 2

1 X QUESADILLA (CHIC n CHEESE, HOT)

1 X CRUMBED MUSHROOMS (T.T. SAUCE)

1 X VEGETARIAN BURGER

1 X CHEESE SAUCE

1 X 300G HOT ROCK FILLET (MUSH, PEP, GAR SC)

1 X VEG PLATTER:

CHEESE SAUCE

CRUMBED MUSHROOMS

SPUD - BUTTER

6. SPUR MISSION

What does it mean?

How do you create it?

⇒ **Enjoyable**

Here we would focus on the **4 Golden rules to service:**

- Smile
- Keep drinks full
- Clear as you go
- Anticipate the guest's needs

⇒ **Entertaining**

We entertain our guests with theme evenings as well as on kids and adult birthdays.

⇒ **Eating**

Generous portions and good quality food

⇒ **Excellence**

Only the best is good enough for our guests

7. GUESTS WITH UNIQUE NEEDS

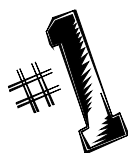
Guests with disabilities have the same requirements as guests without disabilities, ie. quality products, consistency and high service standards.

They have the same range of preferences, perceptions, attitudes, habits and needs that drive guests without disabilities.

One can divide people with unique needs or physically challenged guests, up into the following categories:

1. The hearing impaired
2. The visually impaired
3. The mobility impaired

There are additional facilities, which physically challenged people require, however remember:



*"The No. 1 thing is to treat guests with disabilities
just like you would all other guests."*

JENNY SHEEHY, VICE PRESIDENT: NATIONAL ORGANISATION ON DISABILITY

● HEARING IMPAIRED GUESTS

Q *How do you greet a deaf person at the front door?*

- ⇒ You need to greet a deaf person in exactly the same way as if you were greeting a person with perfect hearing.
- ⇒ Ensure that you look directly at them when speaking to them.
- ⇒ Never try and speak to a third person this will embarrass the deaf person and make them feel as though you are ignoring them.
- ⇒ Hearing-impaired people are not blind. Therefore do not give the deaf person a Braille menu, they are still able to read and write.
- ⇒ Deaf people are able to use the menu to show you what they want, however if they have not patronised our restaurant before, they will not know what our food looks like or how it is prepared.

Q. *How can you recommend items to deaf guests?*

- ⇒ Supply them with the menu presentation album, so they are able to see the food presentation and list of ingredients used in more detail
- ⇒ Use the special boards, which hang from our ceilings and the table talkers on the individual tables. These bright, colourful posters will definitely give the guest a wonderful visual description of our restaurant specials
- ⇒ Write down your recommendations on some blank paper, so they can "read" what you are saying. (This is for guests who cannot lip read)
- ⇒ For guests who can lip read, you as the waitron need to stand directly in front of them, so they can easily read your lips, speak to them in your normal tone of voice, and treat them as you would any other person.

Points to remember when serving a deaf guest:

- ⇒ Do not shout at them; speak at a normal volume.
- ⇒ If they are lip reading, do not over exaggerate your lip movements, this will hinder their ability to understand you.
- ⇒ Use lots of hand gestures and body movements to describe yourself.
- ⇒ Offer them a pad and pen, so they can communicate with you.

● VISUALLY IMPAIRED GUESTS

- ⇒ Visually impaired guests are still able to verbally communicate with you. Therefore if a blind person enters our restaurant we should speak to them in a normal tone and volume
- ⇒ Visually impaired people rely a great deal on sounds. So try not to seat them in an exceptionally noisy part of the restaurant, eg. tables near the Grill, Making and Tex-mex section
- ⇒ Blind people are unable to see our menus and special boards in our restaurants
- ⇒ It is our responsibility to provide the visually impaired guests with the same experience.

Q *How can we do this?*

- ⇒ By knowing our menu items, ingredients, cooking methods, various forms of preparation and presentation, you as a Spur waitron will be able to provide the guest with the exact same Spur experience. You will be able to describe these dishes in detail, and be able to answer any questions that they may have
- ⇒ Braille menus must be offered to the guest immediately, if they do not read Braille, offer to read the menu for them

DO'S AND DON'TS WHEN SERVING BLIND GUESTS

- ⇒ Do not pull the person on their arm or shoulder, but rather ask them if they require assistance through the restaurant. Allow them to take your arm or shoulder
- ⇒ Always announce yourself when visiting the table

- ⇒ When you are delivering the food to the table, offer to explain the location of the various items on the plate. (Use clock face directions, eg. chips at 12 o'clock)
- ⇒ Animals, besides guide dogs are not allowed into our restaurants. Do not prevent them from bringing their guides in with them. Leave the dog alone, never feed, pet or distract the animal.

● **MOBILITY IMPAIRED GUESTS**

Impaired mobility includes:

- ⇒ Wheelchairs
- ⇒ Crutches
- ⇒ Walkers.

Q *How do you greet a person in a wheelchair at the front door?*

- ⇒ Greet them in the same manner as a person walking into the restaurant. Always give that person direct eye contact
- ⇒ Never look past them or above them. This will most definitely make them feel ignored
- ⇒ Always ask permission from the disabled person if you can assist them by pushing their wheelchair, or wait for the person to ask you for assistance
- ⇒ Never just automatically assume that because they are in a wheelchair, they are helpless.

Q *Where should mobility challenged guests be seated in the restaurant?*

- ⇒ Guests with walkers and crutches should be seated as close to the entrance as possible. This prevents them from walking unnecessary long distances through the restaurant. They are still able to sit on one of your benches or free-standing chairs.
- ⇒ Enquire from the guest if you could place their walker or crutches in a safe area, to prevent them from having to awkwardly hang on to it during the meal. Never keep the guest waiting, so return it as soon as they want to vacate the restaurant.
- ⇒ Guests with wheelchairs might not be able to seat themselves onto a bench or freestanding chair. If they are confined to their wheelchair, always provide them with a table that has plenty of aisle space. This will assist both yourself and the guest. They won't feel squashed in a constricted space and you will be able to move around them without bumping into them, and making them feel like an obstacle.
- ⇒ Ensure there are the exact same options offered to mobility impaired guests, ie. smoking and non-smoking tables, toilet facilities.
- ⇒ Remember, people with physical disabilities do not necessarily have mental disabilities, therefore do not speak down to them or treat them any differently.

8. ROLE PLAY - SCENE SETTERS & CHECKLISTS

● GREETING AT THE DOOR - ROLE PLAY

- ⇒ Greet the guest
- ⇒ Check the number of guests in their party
- ⇒ Smoking or non-smoking
- ⇒ Taking charge
- ⇒ Walking
- ⇒ Seating
- ⇒ Handing over menus and the wine list.

GREETING AT THE DOOR - SITUATION DESCRIPTION

GUESTS

- ⇒ 4 in the party (2 adults and 2 kids)
- ⇒ Gentleman is holding a cigarette in his hand
- ⇒ Gentleman gives drinks order immediately on being seated
 - *A bottle of dry white wine*
 - *2 kiddies cokes*

WAITRONS

- ⇒ The person who greets and seats the guests
- ⇒ The person responsible for serving the table - Mary.

REETING AT THE DOOR - CHECKLIST

Trainee: _____ Manager: _____ Date: _____

1. Greeting the guest

Was the guest greeted & welcomed? ☐ Yes ☐ No

Did the waitron show positive body language? *ie. smiled, eye contact* ☐ Yes ☐ No

Was the door opened for the guest? ☐ Yes ☐ No

Notes: _____

2. Check the number of guests in their party

Did the waitron ask as to how many they were in the party? ☐ Yes ☐ No

Notes: _____

3. Smoking or non-smoking

Did the waitron notice if the customer carried cigarettes? ☐ Yes ☐ No

Was the question asked: Would you prefer a smoking or non-smoking area? ☐ Yes ☐ No

Notes: _____

4. Taking charge

Did the waitron ask the guests to, "Please follow me/ please come this way"? ☐ Yes ☐ No

Notes: _____

5. Walking

Did the waitron walk at the pace of the guest? ☐ Yes ☐ No

Did the waitron make conversation, *ie. point out the salad valley?* ☐ Yes ☐ No

Did the waitron interact with the kids, *ie. Give them menus to carry?* ☐ Yes ☐ No

Notes: _____

6. Seating

Did the waitron indicate which table the guests should sit at? ☐ Yes ☐ No

Did the waitron stand back and wait patiently while the guests seated themselves? ☐ Yes ☐ No

Was the table big enough & suitable for the party? ☐ Yes ☐ No

Notes: _____

7. Handing over menus and the wine list

Were the menus handed out individually and were the kiddies & ladies helped first? ☐ Yes ☐ No

Were the menus presented to each guest correctly, logo facing & straight up? ☐ Yes ☐ No

Notes: _____

8. Did the person taking the guests to the table, introduce the table's waitron, Mary?

☐ Yes ☐ No

Notes: _____

9. Did the waitron take the drinks order and pass the order on to the waitron of that particular table?

☐ Yes ☐ No

Notes: _____

10. Did the waitron take the order down in the correct manner?

Write it down? ☐ Yes ☐ No

Repeat it back? ☐ Yes ☐ No

Enquire as to the number of glasses required? ☐ Yes ☐ No

Thanked the guests for the order? ☐ Yes ☐ No

Notes: _____

11. Was the waitron?

Audible? ☐ Yes ☐ No

Polite- says: please & thank-you continuously, addresses guests correctly? ☐ Yes ☐ No

Positive - body language: open, up straight, smile, good eye contact? ☐ Yes ☐ No

Notes: _____

Notes: _____

Notes: _____

● FIRST VISIT TO THE TABLE - ROLE PLAY

- ⇒ Greet the guest and introduce yourself
- ⇒ Give a commitment of good service
- ⇒ State unavailability's & suggest alternatives
- ⇒ Specials and Prices
- ⇒ Offer Wine & deliver drinks order
- ⇒ Kiddies drinks and meals
- ⇒ Nibblers

FIRST VISIT TO THE TABLE - SITUATION DESCRIPTION

- ⇒ Guests are seated, they have menus & a wine list
- ⇒ An item off the menu, which is unavailable in the store, should be used. If there is no item, pick an item which could be used as an example, e.g. Chicken Kebabs. Alternative: Ranch Chicken
- ⇒ National Event: The special that is currently running
- ⇒ Offer to take wine order. Deliver 2 sodas, a kiddies choc shake & a beer to the table
- ⇒ Suggest nibblers
- ⇒ Offer to take kiddies order.

GUESTS

- ⇒ 2 adults & 2 kiddies
- ⇒ Have ordered drinks from the waitron that seated them
- ⇒ Are hungry
- ⇒ Are nice friendly, normal people

WAITRON

- ⇒ Follows situation description
- ⇒ Delivers drinks to that table, order handed over by waitron that seated guests
- ⇒ Tells the guest all the info
- ⇒ Writes & repeats all orders, removes wine list from the table
- ⇒ Is a happy friendly person.

FIRST VISIT TO THE TABLE - CHECKLIST

Trainee: _____ Manager: _____ Date: _____

1. Greeting the guest

Was the guest greeted in the proper manner, ie. *"Hi there folks, my name is Mary/Joe, and I will be making sure you have a wonderful/great time!"*

☐ Yes ☐ No

Was the waitron smiling and positive at the table?

☐ Yes ☐ No

Did the waitron bring the drinks to the table?

☐ Yes ☐ No

Did the waitron deliver drinks correctly, on a tray, placed on RHS, pour beer?

☐ Yes ☐ No

Notes: _____

2. Unavailables / Alternatives

Did the waitron inform the guests on what dishes are available and recommend an alternative dish?

☐ Yes ☐ No

Notes: _____

3. Specials

Were the specials promoted by the waitron, did they inform the guest on the price?

☐ Yes ☐ No

Notes: _____

4. Wine List

Was the wine offered & list removed from the table. Asked no. of glasses required?

☐ Yes ☐ No

Notes: _____

5. Kiddies Order

Did they take the kiddies food order straight away or enquire if he/she could take the order, was order written & repeated?

☐ Yes ☐ No

Notes: _____

6. Nibblers

Were "nibblers" offered, was the suggestion suitable?

☐ Yes ☐ No

Notes: _____

Notes: _____

7. Was the waitron?

Audible, good volume, speak clearly?

☐ Yes ☐ No

Polite- says: please & thank-you continuously, addresses guests correctly?

☐ Yes ☐ No

Positive - body language: open, up straight, smile, good eye contact?

☐ Yes ☐ No

Notes: _____

Notes: _____

Notes: _____

Notes: _____

● FIRST DRINKS AND WINE SERVICE - ROLE PLAY

- ⇒ Checking of glasses
- ⇒ Transporting glasses & the bottle of wine
- ⇒ Placing glasses. Presenting the bottle
- ⇒ Opening the bottle/wiping the neck.
- ⇒ Pouring the wine. Once finished pouring, placing the wine close to the host. Topping up during service
- ⇒ Presenting the ice bucket or a bowl of ice

WINE SERVICE - SITUATION DESCRIPTION

GUESTS

- ⇒ Has previously ordered nibblers & soft drinks, these have been served.
- ⇒ Guest orders a bottle of Nederburg Rose' or Nederburg Cabernet
- ⇒ Guests ask for, e.g. 3 wine glasses
- ⇒ Guest requests a bowl of ice
- ⇒ Accepts the 'practice' bottle that is presented, is not difficult

WAITRON

- ⇒ Enquires if the guests would like to order wine
- ⇒ Enquires: number of glasses & the size of the bottle
- ⇒ Writes & repeats the order, removes wine list from the table.

FIRST DRINKS AND WINE SERVICE - CHECKLIST

Trainee: _____ Manager: _____ Date: _____

1. Checking the glasses at the bar

Were the glasses checked for chips, fingerprints, lipstick stains.

☐ Yes ☐ No

Were the wine glasses the correct size?

☐ Yes ☐ No

Notes: _____

2. Transporting the glasses

Were they transported on a tray?

☐ Yes ☐ No

Were the glasses held by the stems or base?

☐ Yes ☐ No

Were the ladies presented with glasses 1st., gents 2nd, host last?

☐ Yes ☐ No

Were they placed on the right hand side of the guest, above the top of the placemat?

☐ Yes ☐ No

Notes: _____

3. Was -wine bottle transported correctly, "cradled" in the arm, label displayed?

☐ Yes ☐ No

Notes: _____

4. Was the wine bottle presented?

☐ Yes ☐ No

Name of wine stated as it was presented to the guest?

☐ Yes ☐ No

Was presented with in the guest's reach, to the person who ordered the wine?

☐ Yes ☐ No

Label facing the guest?

☐ Yes ☐ No

Was it sealed?

☐ Yes ☐ No

Was it the correct temperature?

☐ Yes ☐ No

Notes: _____

5. Opening and wiping the bottle neck.

Was the waitron's friend used correctly?

☐ Yes ☐ No

Was the bottle held correctly during the opening process?

☐ Yes ☐ No

Was the bottle wiped correctly?

☐ Yes ☐ No

Notes: _____

7. Pouring the wine

Was the bottle lifted off the rim of the glass?

☐ Yes ☐ No

Was the bottle "twisted" after they finished pouring?

☐ Yes ☐ No

Was a taster poured for the host, did the waiter wait for approval?

☐ Yes ☐ No

Did ladies receive 1st, gents 2nd, hosts glass topped up last?

☐ Yes ☐ No

Was the correct amount poured in each glass?

☐ Yes ☐ No

Notes: _____

**8. Was the bottle of wine placed in an ice bucket,
in reaching distance of the guest?**

☐ Yes ☐ No

Notes: _____

9. Was the ice bucket/ bowl of ice presented in the correct way?

☐ Yes ☐ No

Notes: _____

10. Were the glasses topped up during service?

☐ Yes ☐ No

Notes: _____

● TAKING THE ORDER - ROLE PLAY

1. Inquire from the table whether they are ready for the order to be taken
2. Ladies first
3. Write the order down, separate starters & mains on the docket
4. Ask specific questions about each meal, suggest sauces with steaks
5. Repeat the order to the guest, checking if it is a starter or main course order
6. Enquire about the time lapse between meals
7. Write the time the order was taken on the docket
8. Thank the guests for their order, remove the menus & write time on docket

TAKING THE ORDER - SITUATION DESCRIPTION

GUESTS

- ⇒ There are 4 hungry guests at the table; they are ready to order.
- ⇒ No guest may order the same meal as the last, each is to order a different starter
- ⇒ Each guest must order a main from a different section of the menu: Steaks, Tex-mex, Burgers, Poultry / Seafood.
- ⇒ The guest is **to wait for the waitron to ask the relevant questions**: How steaks should be done, chips /rice or BP, if they would like a pepper/cheese/ mushroom sauce, hot or not, etc.

WAITRON

- ⇒ Enquires if the guests are ready to order
- ⇒ Takes 1 persons order at a time & repeats that order before taking the next guests order
- ⇒ Asks all the relevant questions
- ⇒ Writes & repeats the orders, checks if meals are starters or mains
- ⇒ Separates starters & mains on the docket pad, uses acceptable abbreviations
- ⇒ Offers guests sauces with steaks & points out the salad valley.
- ⇒ Thanks the guests for their orders
- ⇒ Writes the time the order was taken on the docket pad

TAKING THE ORDER - EXAMPLE

⇒ The Order:

Starters:	1 x wings 1 x garlic roll
Kiddies Meals:	2 kiddies specials
Main Course:	1 x T-bone 1 x Enchilada

Special Questions

STARTER:

- Q. Wings: Spicy or basted, Full or half.
- Q. Garlic roll: Cheese on the garlic roll.

MAIN COURSE:

- Q. T-bone: 350g or 500g, Temperature/ plate or skillet / Chips and onions or baked potato
Q. Sell sauce
- Q. Enchilada: Chicken, Beef, Vegetarian / Hot or not / Rice and re-fried beans or chips, baked potato and onions / Full or half
Q. Sell skewer of grilled mushrooms on the side
- ⇒ The guests want a 10-minute time lapse
- ⇒ The kids will be eating their food with the parents main meal.

Answers

That's the guests choice!!

TAKING THE ORDER - CHECKLIST

Trainee: _____ Manager: _____ Date: _____

1. Did the waitron ask the guests if they were ready to order, politely? ☐ Yes ☐ No
Notes: _____
2. Did the waitron offer to take the ladies order first? ☐ Yes ☐ No
Notes: _____
3. Did the waitron deal with 1 guest at a time? ☐ Yes ☐ No
If possible, did waitron move around the table as he/she was speaking to each guest? ☐ Yes ☐ No
Notes: _____
4. Were the all orders written down? ☐ Yes ☐ No
Notes: _____
5. Were the correct specific questions asked about the various meals? ☐ Yes ☐ No
Sauces were offered with steaks? ☐ Yes ☐ No
Notes: _____
6. Was the order repeated back to each of the guests? ☐ Yes ☐ No
While repeating orders, waitron checked if it was for a starter or main? ☐ Yes ☐ No
Notes: _____
7. Did the waitron enquire about a time lapse (between starters & mains)? ☐ Yes ☐ No
Notes: _____
8. Was the guest thanked for the order? ☐ Yes ☐ No
Notes: _____
9. Did the waitron ask if the kiddies were going to eat with parents, or did they want their food with the starter order? ☐ Yes ☐ No
Notes: _____
10. Were the menus removed from the table? ☐ Yes ☐ No
Notes: _____
11. The docket pad? ☐ Yes ☐ No
Starters were separated from mains on docket book? ☐ Yes ☐ No
Page is organised? ☐ Yes ☐ No
Writing is legible? ☐ Yes ☐ No
Abbreviations make sense? ☐ Yes ☐ No
Time is recorded? ☐ Yes ☐ No
Notes: _____
Notes: _____
Notes: _____

Note: Attach docket page to this check sheet as proof / part of test process

● CALLING ON AND OFF - ROLE PLAY

1. Remember to organize your thoughts.
2. Ensure you have the full attention of the griller, Tex-Mex person or maker before calling.
3. Ensure that you use the following calling terms:
 - ⇒ "Can I call?"
 - ⇒ "Off Nothing"
 - ⇒ "Going on"
 - ⇒ "Followed by"
 - ⇒ "Coming off"
 - ⇒ "Goes with..... Can I call it?"
4. Wait your turn.
5. Remember to call off in all the sections and ensure that you co-ordinate correctly in all sections.
6. Quality controller
7. Remember to call 6 - 7 times before your food comes off.

CALLING ON AND OFF - SITUATION DESCRIPTION

- ⇒ The order that was taken previously, is the order that must be called. Or, check section 5 of this manual for different order examples
- ⇒ Remember to follow all the instructions that the guest has given you.
- ⇒ Trainer is to act as the section staff members & is to act as they would act, with in reason

Note to the trainer: When a number of trainees are practicing their calling, tell them to call the same order to you. When they have called the order correctly, give them a new order to call. Make each order, slightly more complex than the last.

ORDER - EXAMPLE

⇒ **The Order:**

Starters:	1 x wings, spicy, half 1 x garlic roll, cheesy
Kiddies Meals:	2 kiddies specials (2 beef Burgers & chips, 1 Coke, 1 Fanta)
Main Course:	1 x 350g T-bone, MR, chips, skillet, pepper sauce 1 x Enchilada, beef, half, hot, rice 1x Skewer of mushrooms

CALLING ON AND OFF - CHECKLIST 1

Trainee: _____ Manager: _____ Date: _____

1. Did the waitron organize his/her thoughts before calling the order on? ☐ Yes ☐ No
Notes: _____
2. Did the waitron ask permission from the section person if they could call? ☐ Yes ☐ No
Notes: _____
3. Did the waitron call in the following manner: " I have off nothing, followed By "going on, 1 x $\frac{1}{2}$ buffalo wings spicy and 1 x cheesy garlic roll" ☐ Yes ☐ No
Notes: _____
4. Did the waitron go back within 2 minutes to call off: "I have coming off, 1 x $\frac{1}{2}$ buffalo wings spicy and 1 x cheesy garlic roll" ☐ Yes ☐ No
Notes: _____
5. When the food was ready, did the waitron check:
To ensure that the quality of the food was up to standard? ☐ Yes ☐ No
Notes: _____
6. Did the waitron ensure that he/she had given the guest their 10 minute time lapse between their starters and main course? ☐ Yes ☐ No
Notes: _____
7. Did the waitron ask permission from the griller if they may call? ☐ Yes ☐ No
Notes: _____
8. Did the waitron call in the following manner: "I have off nothing, followed by going on, 1 x 350g T-Bone (medium-rare), 2 x kiddies burgers, it is going with an Enchilada, can I call? ☐ Yes ☐ No
Notes: _____
9. After receiving permission to call the Enchilada, did the waitron call in the following manner: " I have off nothing, followed by going on 1 x medium beef Enchilada, hot? ☐ Yes ☐ No
Notes: _____
10. Did the waitron receive permission from the tex-mex person to call the Enchilada? ☐ Yes ☐ No
Was the Enchilada called correctly? ☐ Yes ☐ No
Notes: _____
11. Did the waitron go back to the grill section and tex-mex section, to call off, before the food was ready to serve? ☐ Yes ☐ No
Notes: _____
12. Before the food was served to the guests, did the waitron check to ensure that the food quality was of a high standard? ☐ Yes ☐ No
Notes: _____
13. Did the waitron ensure that he had delivered all sauces & sides orders ☐ Yes ☐ No
Notes: _____

CALLING ON AND OFF - CHECKLIST GENERIC

Trainee:_____ **Manager:**_____ **Date:**_____

1. Did the waitron organize his/her thoughts before calling the order on? ☐ Yes ☐ No
Notes:_____
2. Did the waitron ask permission from the section person if they could call? ☐ Yes ☐ No
Notes:_____
3. Did the waitron call in the following manner: " I have off nothing, followed By "going on,"
☐ Yes ☐ No
Notes:_____
4. Did the waitron go back within 2 minutes to call off: "I have coming off,"
☐ Yes ☐ No
Notes:_____
5. Were starters called before mains: ☐ Yes ☐ No
"I have coming off,"
Were the orders called at the correct sections? ☐ Yes ☐ No
Notes:_____
6. When the food was ready, did the waitron check:
To ensure that the quality of the food was up to standard? ☐ Yes ☐ No
Notes:_____
7. Did the waitron ensure that he/she had given the guest the correct time lapse between their starters and main course? ☐ Yes ☐ No
Notes:_____
8. Did the waitron ask permission from the griller if they may call? ☐ Yes ☐ No
Notes:_____
9. Did the waitron call in the following manner: "I have off nothing, followed by going on.....goes with....., can I call?
☐ Yes ☐ No
Notes:_____
10. After receiving permission to call the Tex-mex order, did the waitron call in the following manner: " I have off nothing, followed by going on, food already called at the grill?
Was the order called correctly? ☐ Yes ☐ No
Notes:_____
11. Did the waitron go back to the grill section and tex-mex section, to call off, before the food was ready to serve? ☐ Yes ☐ No
Notes:_____
12. Before the food was served to the guests, did the waitron check to ensure that the food quality was of a high standard? ☐ Yes ☐ No
Notes:_____
13. Did the waitron ensure that he had delivered all sauces & sides orders ☐ Yes ☐ No
Notes:_____

● DELIVERING THE FOOD AND AFTER SALES SERVICE - ROLE PLAY

- ⇒ Check the table is set correctly, pre-drops are delivered
- ⇒ Carry plates to the table
- ⇒ Excuse yourself, announce the meal
- ⇒ Warn about the heat of the dish, place meals neatly in front of the guests
- ⇒ Inform guests of side orders that will still be delivered
- ⇒ Double-checking on table before you go, all is delivered
- ⇒ Side orders & accompaniments, change ashtray
- ⇒ Checking on the meal
- ⇒ Clearing
- ⇒ Crumbing the table
- ⇒ Food has fallen onto the floor.

DELIVERING THE FOOD AND AFTER SALES SERVICE - SITUATION DESCRIPTION

GUESTS

- ⇒ The guests will be sitting with their elbows on the table
- ⇒ Waitron delivers food & remembers who is having which dish
- ⇒ Skillet is used for the T-bone
- ⇒ Ashtray is dirty. Gentleman put his cigarette out, when the food arrived at the table
- ⇒ Wine was not empty yet

After a reasonable period of time

- ⇒ The mushroom sauce ramekin is empty
- ⇒ Kiddies made a mess on the table with their meals
- ⇒ Kiddies dropped chips onto the floor.

WAITRON

- ⇒ To set the table before delivering the meals
- ⇒ To set pre-drops to the table
- ⇒ To carry plates correctly
- ⇒ To deliver:
 - ⇒ Starters: 1 snails, $\frac{1}{2}$ wings spicy, crumbed mushrooms, side salad

** clear & reset before delivering mains*

- ⇒ Mains: 1 Lamb chops M chips, Ladies ribs BP sc, Slimmer's steak MR, Ladies Rump M pepper sauce chips.

During & after the meal:

- ⇒ Provide after sales service to the table

DELIVERING THE FOOD AND AFTER SALES SERVICE - CHECKLIST

Trainee: _____ **Manager:** _____ **Date:** _____

1. **Did they set the table before delivering the starters & mains?** ☐ Yes ☐ No
Were pre-drops placed on table: mint sauce, tomato sauce, bone plates, wet wipes? ☐ Yes ☐ No
Were plates carried correctly? ☐ Yes ☐ No
Notes: _____
2. **Did they excuse themselves at the table?** ☐ Yes ☐ No
Notes: _____
3. **Did they announce the meal on presentation to the guest?** ☐ Yes ☐ No
Were plates placed correctly on the table? ☐ Yes ☐ No
Did they remember who ordered what? ☐ Yes ☐ No
Did they tell the guest what still to be delivered? ☐ Yes ☐ No
Notes: _____
4. **Did they warn the guest about the temperature of hot plates/food?** ☐ Yes ☐ No
Notes: _____
5. **Did the waitron check on:**
Ashtrays replaced? ☐ Yes ☐ No
Were more drinks offered? ☐ Yes ☐ No
Empty glasses removed? ☐ Yes ☐ No
Notes: _____
6. **Were the salad dressing and BBQ sauce pointed out?** ☐ Yes ☐ No
Notes: _____
7. **Were the side orders delivered before or after the food?** ☐ Before ☐ After
Notes: _____
8. **Were wet wipes, plates and fingerbowls delivered to the table?** ☐ Yes ☐ No
Notes: _____

After Sales Service

9. **Did the waitron approach the table and enquire on the meal?** ☐ Yes ☐ No
Was the timing correct? ☐ Yes ☐ No
Notes: _____
10. **Did the waitron ask direct questions, e.g. "Sir, are you enjoying your T-bone?"** ☐ Yes ☐ No
Notes: _____
11. **Did they offer more sauce or chips to guests that needed more?** ☐ Yes ☐ No
Notes: _____
12. **Did they ask permission to clear the plates?** ☐ Yes ☐ No
Did they clear the plates correctly, no stacking on the table or scraping? ☐ Yes ☐ No
Did they clear every thing off the table that could be cleared? ☐ Yes ☐ No
Notes: _____
13. **Did they wipe the table down?** ☐ Yes ☐ No
Notes: _____
14. **Did they pick the food up off the floor with a serviette?** ☐ Yes ☐ No
Notes: _____

● DESSERT AND COFFEE ORDER - ROLE PLAY

1. On removal of the last main course plate, desserts and coffees need to be suggested.
2. The dessert menu pictures to be used to suggest desserts
3. The dessert order is taken down in the following manner:
 - ⇒ *Write order down*
 - ⇒ *Repeat the order*
 - ⇒ *Ask relevant questions*
 - ⇒ *Thank the guest for their order.*
4. Table to be set for dessert
5. Desserts to be served
6. Serving of coffee & tea

DESSERT AND COFFEE ORDER - SITUATION DESCRIPTION

GUEST

- ⇒ Waitron to approach the table & recommend desserts
- ⇒ The guests are ready to place their dessert order.
- ⇒ **The Order**

Lady's order: cheesecake with cream
 Cup of Rooibos tea

Gentleman's order: waffle with ice-cream
 Cup of coffee

Kiddies' order: 2 Chico the clowns

WAITRON

- ⇒ Waitron to approach the table & recommend desserts, by pointing to dessert on the menu
- ⇒ Waitron to enquire about dessert & coffee/tea
- ⇒ Waitron to write & repeat order
- ⇒ Waitron to call on order (& off as often as necessary)
- ⇒ Set the table
- ⇒ Deliver desserts
- ⇒ Offer coffee refills, clear - until bill is requested

DESSERT AND COFFEE ORDER - CHECKLIST

Trainee: _____ **Manager:** _____ **Date:** _____

1. Did they ask the guest if they were ready to order? ☐ Yes ☐ No
Was the menu used to suggest desserts? ☐ Yes ☐ No
Notes: _____
2. Did they take the ladies order first? ☐ Yes ☐ No
Notes: _____
3. Were the orders written down? ☐ Yes ☐ No
Notes: _____
4. Were specific questions asked about the various meals? ☐ Yes ☐ No
Notes: _____
5. Was the order repeated back to the guest? ☐ Yes ☐ No
Notes: _____
6. Was the guest thanked for the order? ☐ Yes ☐ No
Notes: _____
7. Were clean cutlery settings placed on the table? ☐ Yes ☐ No
Notes: _____
8. Were the tea and coffee settings place down correctly in front of the guests? ☐ Yes ☐ No
Notes: _____
9. Were desserts announced on delivery & placed correctly on the table? ☐ Yes ☐ No
Notes: _____
10. Were coffee refills offered until the bill was requested? ☐ Yes ☐ No
Notes: _____
11. Was the table cleared continuously? ☐ Yes ☐ No
Notes: _____
12. Were the ashtrays changed continuously? ☐ Yes ☐ No
Notes: _____

● GUEST COMPLAINTS - ROLE PLAY

1. Listen (ask questions to establish the exact cause of the complaint)
2. Do not interrupt
3. Do not argue or offer excuses
4. Apologize
5. Thank the guest sincerely
6. If a food problem - pick up and remove the plate
7. Ask how to rectify problem & suggest suitable alternatives
8. Do it right away
9. Inform a manager of the problem
10. Make sure the problem is rectified.
 - Always serve the table as normal, make sure there are no more problems
 - Never mention the problem again

COMPLAINT - SITUATION DESCRIPTION

WAITRON

- ⇒ The waitron is to be briefed: What has been served to the customer & what is on the table
- ⇒ He/she is not to be told what the guests complaint is, the waitron is to follow the 10 steps to resolve the complaint

GUEST - complaint 1

- ⇒ The gentleman's T-bone is overdone.
- ⇒ When the waitron went to enquire how they were enjoying their meal, the gentleman complains.
- ⇒ The guest is calm and is not shouting, swearing or causing a scene.
- ⇒ The guest is happy with the replacement.

GUEST - complaint 2

- ⇒ The person asked for chips & not a BP.

GUEST - complaint 3

- ⇒ The person says his ribs are burnt

GUEST - complaint 4

- ⇒ The person wants to know why they are waiting a $\frac{1}{2}$ hour for their meals.

GUEST - complaint 5

- ⇒ The person says his knife is dirty.

GUEST - complaint 6

- ⇒ The person says that you as the waiter are rude & unfriendly.

GUEST - complaint 7

- ⇒ The person says his beer is warm & flat.

GUEST - complaint 8

- ⇒ The person says there is plastic in his ice cream.

GUEST COMPLAINT - CHECKLIST

Trainee: _____ **Manager:** _____ **Date:** _____

1. Does the waitron listen attentively and not interrupt? ☐ Yes ☐ No
Does the waitron ask questions to clarify the complaint? ☐ Yes ☐ No
Notes: _____
2. Do they interrupt the guest? ☐ Yes ☐ No
Notes: _____
3. Do they offer the guest excuses? ☐ Yes ☐ No
Notes: _____
4. Does the waitron apologize sincerely? ☐ Yes ☐ No
Notes: _____
5. Is the guest thanked for bringing it to their attention, no matter what the problem may be? ☐ Yes ☐ No
Notes: _____
6. Food - Is the guest's plate removed/ should the plate have been removed? ☐ Yes ☐ No
Is a complimentary salad offered if plate is removed? ☐ Yes ☐ No
Notes: _____
7. Is the guest asked whether he would like a new (e.g. T-bone) or if he would prefer something else?/ Is a suitable solution offered ☐ Yes ☐ No
Were clean settings delivered/ hot sauce delivered with food? ☐ Yes ☐ No
Notes: _____
8. Was it rectified immediately? ☐ Yes ☐ No
Notes: _____
9. Was a manager informed; did the manager apologise to the guest? ☐ Yes ☐ No
Notes: _____
10. Does the waitron return to ensure that the guest is happy, once the solution has been applied? ☐ Yes ☐ No
Notes: _____
11. Was the waitron?
Audible, confident, kind, concerned? ☐ Yes ☐ No
Polite- says: please & thank-you continuously, addresses guests correctly? ☐ Yes ☐ No
Positive - body language: open, kneeling at table, up straight, smile, good eye contact? ☐ Yes ☐ No
Notes: _____
Notes: _____
Notes: _____

● THE BILL - ROLE PLAY

1. Presentation
2. Payment
3. Thank you
4. Invite for the return visit.

THE BILL - SITUATION DESCRIPTION

GUESTS

1. The lady requests the bill.
2. The guest's pay, but are sitting chatting at the table.
3. They tip 5%.
4. They pay in cash.

WAITRON

- ⇒ Offers more coffee.
- ⇒ Checks & presents the bill
- ⇒ Returns the change
- ⇒ Thanks for tip & patronage
- ⇒ Clears last bits & pieces off the table

THE BILL - CHECKLIST

Trainee: _____ **Manager:** _____ **Date:** _____

1. Does the waitron check the bill before presenting it? ☐ Yes ☐ No
Notes: _____
2. Does the waitron automatically hand the guest the bill on request, or do they have to still print it out? ☐ Yes ☐ No
Notes: _____
3. Does the waitron present the bill to the person who requested it? ☐ Yes ☐ No
Is the bill neat & tidy, is it in a folder? ☐ Yes ☐ No
Is there a pen, mint & toothpicks in the folder? ☐ Yes ☐ No
Notes: _____
4. Do they inform the guest to pay them or to pay the cashier? ☐ Yes ☐ No
Does the waitron step away from the table while the guest is sorting out the bill? ☐ Yes ☐ No
Does the waitron step away from the table while the guest is sorting out the change? ☐ Yes ☐ No
Notes: _____
5. Did the waitron thank them for their visit and welcome them back? ☐ Yes ☐ No
Notes: _____
6. Does the waitron thank the guest for the tip - sincerely? ☐ Yes ☐ No
Notes: _____
7. Does the waitron continue to clear the table? ☐ Yes ☐ No
Notes: _____
8. Does the waitron offer the guest more coffee/drinks if they do not leave once they have paid? ☐ Yes ☐ No
Notes: _____

9. ADDITIONAL INFO FOR EXPERIENCED WAITRONS

You might recognize the HOST in several ways, he/she was the person who:

- ⇒ Entered the store first
- ⇒ Told the greeter of their booking
- ⇒ Gave their name for the waiting list
- ⇒ Told everyone where to sit when the party arrived at the table
- ⇒ Requested the wine list
- ⇒ Places orders for other guests
- ⇒ Gives instructions to the waitron
- ⇒ May pay the bill.

Q. *How much do you pour into each wine glass?*

Red: $\frac{1}{2}$ a glass.
White: $\frac{3}{4}$ of the glass.

Why?

This allows the wine's scent to collect in the top of the glass so that when the guest drinks the wine the scent and flavour are received at the same time.

Q. WHAT IS A COCKTAIL

- ⇒ Alcoholic cocktails have a main ingredient of fruit juice or a carbonated drink, eg. soda water or ginger ale. The spirit or spirits are then added to the main ingredient, which forms a "cocktail" or a mixture of spirits that compliment each other
- ⇒ Non-alcoholic cocktails are generally a combination of fruit juices and/or carbonated drinks
- ⇒ All cocktails are renowned for the fancy glasses that they are served in, some glasses are even named after the cocktail that they serve, eg. *martini is served in a martini glass.*

When advising guests on menu items remember to keep the following in mind:

- ⇒ Elderly guests prefer meals that are very tender and that are in small portions, eg. schnitzels, fillets, and line Fish. Pensioner's menus should be given to our elderly guests, if they are available in your store
- ⇒ Children should be recommended items off the kiddies menu first
- ⇒ Diabetics do not eat or drink foodstuffs that contain large quantities of sugar
- ⇒ Guests may inform you that they are allergic to certain food items. Keep those items in mind when you are suggesting food items. If you are unsure, ask your manager for assistance, as the wrong choice could be dangerous to the guest's health (and yours)
- ⇒ Religious groups will be dealt with - Kosher & Halaal - recommend accordingly

● SUGGESTIVE SELLING

- ⇒ One of your roles at Spur is that of a sales representative. Imagine that your bay is your business. Spurs will provide the tables, seats and a menu and wine list full of exciting products for you to sell, rent free
- ⇒ Your job now is to make as much money as possible from your business, and you will do this by selling
- ⇒ At Spur we adopt a soft sell approach. You should always offer your guest items and interesting variations from the menu. Be careful however not to be pushy. Guests should always feel absolutely comfortable about saying no to your suggestions. We do not want anyone to order something because they felt unduly pressurized by a pushy waitron.

THERE ARE 4 KEYS TO BEING A PROFESSIONAL SALES PERSON.

- 🔑 Introduce yourself/attitude
- 🔑 Smile
- 🔑 Enthusiasm
- 🔑 Product knowledge

PEOPLE BUY FROM PEOPLE THEY LIKE!

It is very difficult for anyone to buy anything from someone that they dislike. We are sure that you can recall an experience that confirms this fact, so we need to make sure that the guest will like us, we have several ways of doing this:

🔑 Introduce yourself/attitude

"Hi, I'm Harry and I am going to make sure that you enjoy yourself today". This is a good way to put the guest at ease and is the first step towards making the sale. It is very important to remember that your attitude is depicted in your tone of voice. This can have a negative or positive affect on your introduction. **Don't** just say the right words, **mean them**. True sincerity goes a long way.

🔑 Smile

You will be surprised at how effective a smile is at making people like you. People want to like and be liked and smiling is the first step, so go on - show some teeth, its easier and uses less muscles.

🔑 Enthusiasm

This commodity is something that we all recognize in other people, but have trouble in finding it within ourselves. Enthusiasm is irresistible; there is nothing to beat it. It is the only thing that is guaranteed to make people like you. We liken this process to buying an insurance policy.

If the guest likes you, they will be much more forgiving should you make a slip while serving them, so take out insurance. Be enthusiastic about what you are doing and make them like you. You will feel much better about yourself as well. If you are enthusiastic, you will always end up with great guests. It's because you made them that way.

The sum total of the personality of our service team is the personality of our business. So please make your contribution to our personality a friendly and enthusiastic one. Remember though, that vibe is no substitute for excellent service. Both go hand in hand.

Product Knowledge

You will need to have a full understanding of your Spur menu, kiddies menu, non-menu items, wine list, and breakfast menu in absolute detail.

The size, taste, texture, recipe, price and variations possible to menu items are crucial to your effectiveness as a sales person.

In addition to the basic facts of the menu you should also be able to describe each dish or beverage in an exciting way which will make your guest want to order and eat the product you are describing. By describing the dish, you are painting a mental picture for the consumer. In their mind they can see, feel, taste and touch this juicy, sizzling rump steak smothered in a creamy mushroom sauce, which you have just described to them. You are not only selling the extra trimmings, you are also creating an unforgettable dining experience for them while they are visiting the Spur.

Work out descriptions for each item on the menu considering the unique selling point of each item.

Use descriptive words and hand gestures to make your descriptions exciting.

SOME TIPS FOR SELLING:

⇒ Ask direct questions to establish what your guests want, eg.:

❖ "How hungry"

❖ "Feel like meat, fish or Mexican this evening?"

❖ "In for dessert"

These are certain questions that will help you to work out what to recommend.

⇒ Offer specific items, eg. "How about an ice cold Castle" is better than "anything to drinks folks?"

⇒ Offer a choice of items - giving them a choice rather than a chance to say no, eg. "We have delicious home baked desserts, which would you prefer, the brownies or apple pie?"

⇒ Nod your head up and down when suggesting items - this encourages guests to say yes

⇒ Thank guests for their order saying that they've made a good choice

⇒ Recommend items "to share", eg. desserts, salads

⇒ Recommend items "to go with"

Eg. "devils fork with the main meal"

"Snails as a starter to go with your main course rump, sir?"

"Graca to go with your meal"

⇒ Offer desserts to take away when guests are full - they'll be hungry again when they get home and it beats a chocolate bar at the end of the day

⇒ Always recommend the salad valley even after taking an order

eg. "Oh, by the way, you probably saw our valley, 22 crisp fresh salads, piping hot veg, all this including cheese, biscuits and bread. It's only R___ please, help yourself folks".

- ⇒ Never give up – just because someone says no to your suggestion of Devils fork, doesn't mean you should give up trying
- ⇒ Remember the more you sell the more you earn. Service is Suggestive Selling
- ⇒ Always offer sauces, even for ribs and chicken
- ⇒ Ribs dipped into Monkey Gland is a winner as is Peri-Peri with Ranch Chicken.
- ⇒ When a guest orders coffee, remember to offer a choice of either Irish or Kahula coffee, or a side order of liqueur from the bar, eg. Port, Cape Velvet, etc.
- ⇒ Suggest sparkling wine / champagne to anyone celebrating anything
- ⇒ Recommend *"My personal favourite"* or *"My previous guest enjoyed"*
- ⇒ Always only recommend 2-3 items; more is confusing. You should always be on the lookout for sales opportunities, eg. sauces with ribs, Port with coffee, double tots instead of singles
- ⇒ Empty beer, soda or wine bottles signal an opportunity to sell
- ⇒ When greeting guests tell them to save room for desserts, they're delicious
- ⇒ When greeting, before guests have had a chance to read the menu and make up their minds, recommend the daily line fish and other special items and let them know what's unavailable as well as alternatives
- ⇒ When delivering food recommend topping up drinks, more wine, etc.
- ⇒ When clearing tables recommend desserts, special coffees, liqueurs, etc.
- ⇒ Always keep selling – if guests have had enough and sit chatting they may feel like something else later.

● DIETS AND DIET RESTRICTIONS

Note: This info is explained in detail in section 8 of this manual

As a Spur waitron it is imperative that you are aware of your menu items, not just to sell and to make money, but to be able to provide your guests with vital information, which could be a life or death situation.

It is your responsibility as a professional Spur waitron to know every single product and its ingredient content, so when a guest inquires about certain products, you will be able to assist him, and understand the various diets and dietary restrictions that he might have.

VEGETARIAN DIETS

Originally the most common reason, worldwide, for adopting a vegetarian diet, was the availability of certain foods. In many parts of the world plants are abundant, whereas animal foods are scarce and expensive.

These days people choose a vegetarian diet for a few reasons:

- ⇒ They believe a vegetarian diet is more healthful.
- ⇒ Their religious or ethical beliefs include such a diet.
- ⇒ They are allergic to certain protein items.

Levels of Vegetarianism

A vegetarian diet eliminates one or more of these animal food groups: meat, poultry, fish, eggs, milk.

- ⇒ Lacto-ovo-vegetarian: diet includes dairy products and eggs
- ⇒ Lacto-vegetarian: diet includes dairy products
- ⇒ Ovo-vegetarian: diet includes eggs
- ⇒ Vegan: eliminates all meat, poultry, fish, eggs and dairy.
- ⇒ Zen-macrobiotic diet: a strict diet originating in Asia, consists of several stages of food restrictions. The last stage consists principally of brown rice.

MUSLIM DIET

Terms:

HALAAL - Lawful and permissible / can be used

HARAAM - Unlawful and impermissible / abstain from it / totally forbidden.

If any product has one of the following ingredients then it will be Haraam to consume or use:

- ⇒ **Alcohol or liquor**
- ⇒ **Animal gelatin** - Gelatin is a protein, found in animal skin and bones. It is extracted by boiling animal hides, skin, bones and tissue
- ⇒ **Animal fats or rennet** -Rennet is sourced from the stomach of a slaughtered newly born calf, which is used to manufacture certain cheeses)



FOLLOWING FOODS ARE PERMISSIBLE FOR MUSLIMS: (HALAAL FOODS)

- ⇒ Fish
- ⇒ All types of poultry, partridges, pigeons etc.
- ⇒ Goats, sheep, cattle, camel and all types of buck and buffalo
- ⇒ Rabbits.

A Muslim, according to Islamic rules must slaughter the above; otherwise their meat will be considered Haraam. Fish does not have to be slaughtered.



UNLAWFUL: (HARAAM FOODS)

- ⇒ All carnivorous animals and birds, eg. lions, tigers, vultures, eagles
- ⇒ Halaal animals, which have died due to natural causes, killed by a wild animal, fallen or slaughtered by a non-Muslim
- ⇒ Flesh that has been sacrificed for some god or goddess
- ⇒ All forms of najasat (impurities)
- ⇒ Drugs / intoxicants
- ⇒ Donkeys, monkeys, elephants
- ⇒ Food containing Haraam items to be avoided at all times, eg. fish prepared with wine, cakes, and ice cream containing any alcohol or liquor
- ⇒ Contamination of Halaal items with Haraam items will render it Haraam.



IMPORTANT POINTS TO REMEMBER:

- ⇒ Pork and pork products are totally forbidden
- ⇒ Microbial (of plant origin) rennet is permissible for dairy products like cheese and margarine
- ⇒ Separate utensils should be used for Muslims
- ⇒ Imported chickens and meat is not allowed.

KASHRUT: JEWISH DIETARY LAWS

- ⇒ Kashrut is the body of the Jewish law dealing with what foods Jews can and cannot eat, and how these foods must be prepared and eaten. "Kashrut" or commonly known as "kosher" means: *fit, proper, correct*
- ⇒ There is no such thing as "kosher - style" food. Kosher is not a style of cooking. Jewish foods, eg. knishes, bagels, blintzes and matzah are not automatically kosher, only if they are prepared according to Jewish law are they kosher. Therefore if a restaurant serves "kosher - style" foods they will only serve traditional Jewish foods
- ⇒ Food that is not kosher is commonly referred to as *treyf*, (animals that have been torn by other animals). Many of the laws of Kashrut have no known medical or health reason. These laws are obeyed because the Toray says so. Some have suggested that the laws of Kashrut fall into the category of "chukkim" laws for which there is no meaning.

KOSHER

- ⇒ Animals with cloven hooves, that chews their cud, eg. cattle, sheep, goat, deer
- ⇒ Seafood with fins and scales eg. tuna, salmon, herring.
- ⇒ Chicken, geese, ducks, turkeys.
- ⇒ Rodents, reptiles, amphibians

FORBIDDEN

- ⇒ Any land mammal that does not have both of these qualities, eg. camels, hares, pigs.
- ⇒ Shellfish such as lobster, oysters, shrimp, clams and crabs.
- ⇒ Birds of prey or scavengers, eg. vultures, eagles.
- ⇒ Insects

METHOD OF SLAUGHTER

- ⇒ Quick, deep stroke across the throat with a perfectly sharp blade with no nicks or unevenness. This method is painless, causes unconsciousness within 2 seconds and is widely recognized as the most humane method of slaughter possible
- ⇒ The Torah prohibits consumption of blood. This is the only dietary law that has a reason specified in the Torah. Jews do not eat blood because the life of the animal is contained in the blood. This applies only to the blood of birds and mammals, not to fish blood. Thus, it is necessary to remove all blood from the flesh of kosher animals.



IMPORTANT POINTS TO REMEMBER

- ⇒ Forbidden animals flesh including their organs, eggs and milk are not allowed
- ⇒ Kosher animals must be slaughtered in the correct way
- ⇒ All blood must be drained or broiled (method of grilling) from the meat before consumption
- ⇒ Meat cannot be eaten with dairy. Fish, eggs, fruits, vegetables and grains can be eaten with either dairy or meat
- ⇒ Utensils, pots, pans, with which meat and dairy are cooked, the plates and flatware from which they are eaten, the dishwashers or sinks in which they are cleaned and the towels on which they are dried may not come into contact with each other
- ⇒ These above-mentioned items may also not come into contact with non-kosher foods. This applies only when the food is hot
- ⇒ Grape products made by non-Jews may not be eaten
- ⇒ Animals must have no disease or flaws in the organs at the time of slaughter
- ⇒ The sciatic nerve and its adjoining blood vessels may not be eaten
- ⇒ Chelev - fat, which surrounds the vital organs and the liver, may not be eaten

● FOOD ALLERGIES

The difference between food allergies and food intolerance:

FOOD ALLERGIES

The body's immune system recognizes a reaction - provoking substances, or allergens and produces antibodies. As the battle rages, symptoms appear throughout the body.

- | | | |
|-------------------|---|---|
| ⇒ Mouth | - | <i>swelling of the lips or tongue, itching lips</i> |
| ⇒ Airway | - | <i>wheezing or breathing problems</i> |
| ⇒ Digestive tract | - | <i>stomach cramps, vomiting, and diarrhea</i> |
| ⇒ Skin: | - | <i>hives, rashes or eczema</i> |

FOOD INTOLERANCE:

- ⇒ Much more of a common problem than allergies.
- ⇒ The problem is not with the body's immune system, but rather with its metabolism. The body cannot digest the offending food due to a chemical deficiency, eg. *milk and milk products = lactose intolerant*.



WARNING:

For people with food allergies, the simple pleasure of eating can turn into an uncomfortable and sometimes even dangerous situation. For some, food allergies cause only hives or an upset stomach, for others, one bite of the wrong food can lead to serious illness or even death.

Food intolerance may produce symptoms similar to food allergies, eg. stomach cramps. But while people with true food allergies must avoid offending foods altogether, people with food intolerance can often eat some of the offending food without suffering symptoms. The amount that may be eaten before symptoms appear is usually very small and varies with each individual.

FOOD ADDITIVES

(All these additives are prone to cause food allergies)

- | | |
|--------------------------------------|---|
| ⇒ ASPARTAME: | Sweetener |
| ⇒ MSG (MONOSODIUM GLUTAMATE): | Flavour enhancer |
| ⇒ SULFITE: | Antioxidant to prevent or reduce discoloration of light coloured fruits and vegetables, eg. dried apples and potatoes. Also used to inhibit the growth of microorganisms in fermented foods, eg. wine |
| ⇒ FD & C YELLOW NO. 5: | Commonly known as tartrazine. |

LIFE THREATENING REACTIONS

The greatest danger in food allergy comes from **anaphylaxis**, a violent allergic reaction involving a number of parts of the body simultaneously.

Like less serious allergic reactions, anaphylaxis usually occurs after a person is exposed to an allergen to which he or she was sensitized by previous exposure, ie, it does not usually occur the first time a person eats a particular food.

Although any food can trigger anaphylaxis, peanuts, tree nuts, shellfish, milk, eggs and fish are the most common culprit. Anaphylaxis can produce severe symptoms in as little as 5 to 15 minutes.

Symptoms: Difficulty breathing, feeling of impending doom, swelling of the mouth, throat, a drop in blood pressure and loss of consciousness.

The person should be taken to hospital immediately, even if the symptoms seem to subside on their own.



10. WAITRON PERFORMANCE EVALUATION

Directions: Rate the performance level of the employee.

- 4 - Excellent:** Usually meets established standards
3 - Good: Acceptable but could improve
2 - Fair: Definite need for improvement
1 - Unacceptable: Definite need for counselling

Name: _____

Date: _____

PERFORMANCE AREA	1 ST WEEK	2 MONTHS DATE / /	6 MONTHS DATE / /	12 MONTHS DATE / /	COMMENT Eg. Training
Average spend per head					
Absenteeism/Attendance					
Dress/Personal presentation					
KNOWLEDGE & UNDERSTANDING OF					
Grill section					
- Product preparation					
- Accompaniments					
Tex-Mex section					
- Product preparation					
- Accompaniments					
Making section					
- Product preparation					
- Accompaniments					
Bar section					
- Product preparation					
- Accompaniments					
Coffee station					
- Product preparation					
- Accompaniments					
Salad valley					
- Product preparation					
- Accompaniments					
MENU KNOWLEDGE					
Breakfast menu					
Main menu					
Pensioners menu					
Kiddies menu					
Wine List					
Lunch menu					
New menu items/variations					

PERFORMANCE AREA	1 ST WEEK	2 MONTHS DATE / /	6 MONTHS DATE / /	12 MONTHS DATE / /	COMMENT Eg. Training
Non-menu items					
KNOWLEDGE OF SERVICE PROCEDURES					
After Sales Service					
Greeting/Queuing					
Seating					
First drinks speed & accuracy					
Writing dockets correctly					
Repeating the order					
Wine Service					
Suggestive selling					
Place setting					
Calling on and off					
Coordinating sections					
Computerized order					
Delivering food					
Timing of food & drink delivery					
Announcing food item					
Condiment awareness					
Quality control					
Dessert orders					
Bottomless coffee offers					
Specialty coffee orders					
Bill presentation & timing					
Bill accuracy					
Handling complaints					
Re-filling drinks					
Crockery, cutlery & glassware removal					
Fingerbowls/wetwipe delivery					
Ashtray changes					

Friendliness to others					
Guest relations					
Working relationships					
Pays attention to children					
KNOWLEDGE OF STORES FACILITIES					
Kiddies play canyon					
Secret tribe					
Toilets					
Baby chairs					
KNOWLEDGE OF POLICIES AND PROCEDURES					
Opening duties					
Closing duties					
Policies & procedures					
General Behaviour					
Correct bay preparation					
Dealing with guests with unique needs					
Time management					
Answering the telephone correctly					
Maintaining a safe and secure working environment					
Understanding how to prevent and destroy fires					
Teampayer					

1ST WEEK TOTAL: /292 ____%

2nd MONTH TOTAL: /292 ____%

6TH MONTH TOTAL: /292 ____%

12TH MONTH TOTAL: /292 ____%

WAITRON TO SIGN: _____

MANAGER TO SIGN: _____

11. HANDBOOK & UNIFORM ISSUE FORM

Name: _____

Please note:

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SIGNATURES:

Employee: _____ Manager: _____ Date: _____

OFFICE USE ONLY:

Handbook issued: _____

Start training: _____

Handbook no: _____

Training completed on: _____

Deposit paid on: _____

Refunded on: _____

Evaluation: _____ Date: _____ Result: _____%

Menu Test Result (1): _____%

Menu Test Result (2): _____%

UNIFORM ITEM	PRICE	PAID	ISSUED BY
Shirt			
Baseball cap			
Apron			
Waitron's friend			
Name badge			
Docket book			
Service cloth			
FURTHER PAYMENTS			
R _____	Date: _____	Sign: _____	
R _____	Date: _____	Sign: _____	
R _____	Date: _____	Sign: _____	
R _____	Date: _____	Sign: _____	

RECEIVED BY: _____

DATE: _____

12. TRAINER EVALUATION SHEET

TRAINER EVALUATION SHEET (Trainee Fills Out)

TRAINER: _____ TRAINEE: _____
DEPARTMENT: _____ DEPT MANAGER: _____
DATE: _____ DAY OF TRAINING: _____

SKILL/TRAIT

COMMENT

Weak/ good/excellent & write a comment if you wish to do so

Knowledge of material:	_____
Job skills:	_____
Attitude:	_____
Questioning:	_____
Speaking/Instruction:	_____
Listening/Understanding:	_____
Demonstration:	_____
Feedback:	_____
Motivating:	_____
Honest/Sincere:	_____
Credible:	_____
Commitment:	_____
Concern/Compassion:	_____
Appearance:	_____
Adhered to daily outline:	_____
Greatest strength:	_____
Need for improvement:	_____
Overall effectiveness:	_____